

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D.C.

MINUTES OF THE REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
MARCH 10, 2006

**Present:** President Trachtenberg, Vice President Lehman, Registrar Amundson, Parliamentarian Johnson; Deans Frawley, Futrell, Phillips, and Tong; Professors Artz, Briscoe, Castleberry, Cordes, Delaney, Garriss, Griffith, Gupta, Helgert, Kim-Renaud, Klarén, Marotta, Mueller, Pagel, Robin, Robinson, Rycroft, Wilmarth, and Wirtz,

**Absent:** Deans Brown, Katz, Lawrence, Scott, and Whitaker; Professors Biles, Englander, Friedenthal, Gallo, Shen, Simon, Vergara, and Zea

CALL TO ORDER

The meeting was called to order by President Trachtenberg at 2:16 p.m.

APPROVAL OF THE MINUTES

Professor Sylvia A. Marotta moved that Dean Futrell's remarks in the last line of the first paragraph on page 6 of the minutes be amended to read as follows: "Dean Futrell reported that she had not met with Executive Vice President and Treasurer Katz about the collaborative building project, and she would like very much to meet to discuss this further with Vice President Katz because no one at the meeting, including the School Without Walls or University representatives, knew why the project had been so suddenly halted." The motion was seconded, and the minutes of the regular meeting of February 10, 2006 were approved, as amended.

IN MEMORIAM

Professor Lilien F. Robinson read a Tribute in Memory of Dr. Howard C. Pierpont, Associate Professor Emeritus of Surgery. (The Tribute is attached.)

RESOLUTIONS

RESOLUTION 05/6, "A RESOLUTION ON ESTABLISHING CRITERIA FOR APPOINTMENTS, REAPPOINTMENTS, AND PROMOTION OF REGULAR, ACTIVE-STATUS FACULTY SERVING IN NON-TENURE-ACCRUING APPOINTMENTS"

Professor Murli M. Gupta, Chair of the Committee on Appointment, Salary, and Promotion Policies (ASPP) Committee, introduced Resolution 05/6, which he said was the culmination of two years' work, which began last year when the Senate Executive Committee asked the ASPP Committee to examine issues pertaining to non-tenure-accruing

faculty. This year, the ASPP Committee and the Committee on Professional Ethics and Academic Freedom (PEAF) formed a Joint Subcommittee, which worked through the year, with the end result being Resolution 05/6.

Resolution 05/6 deals with two proposed amendments to the Faculty Code. The first Resolving Clause would amend Article I.B. of the Code to create a new category of special service faculty who would be appointed in order to fulfill special teaching or program administration or development needs. These positions would be limited term non-tenure-accruing positions which would not provide tenure; special service faculty would also not be expected to generate productive scholarship, nor would they have faculty governance rights reserved for tenure-accruing or non-tenure-accruing regular, active-status faculty.

The second Resolving Clause of Resolution 05/6 would amend the Faculty Code by adding a new Section 6 after Article IV.A.5. This section, as the name of Resolution 05/6 implies, sets forth criteria and procedures for the appointment, reappointment, and promotion of regular, active-status faculty serving in non-tenure-accruing appointments. The language in the new Section 6 was modeled on the language in the Faculty Code pertaining to tenured/tenure-track faculty.

Professor Gupta briefly reviewed highlights of the Resolution before yielding the floor to Professor Arthur E. Wilmarth, Jr., Chair of the PEAFF Committee.

Professor Wilmarth began by thanking Professor Sylvia Marotta and Professor Ernest J. Englander, who served last year as Chairs of the ASPP and PEAFF Committees, respectively, and whose efforts had laid the groundwork for the Joint Subcommittee's deliberations this year.

Professor Wilmarth said this was one of the most controversial and difficult issues that he had dealt with in his years on the Faculty Senate. On the one hand, it is clear that various schools of the University need to have flexibility in hiring contract faculty members to meet programmatic needs, and faculty members appointed to these contract positions often do not satisfy the traditional criteria applied to regular, active-status faculty appointed to tenure-accruing positions. It has also become clear that, to ensure equitable treatment, the criteria for the appointment, reappointment, and promotion of non-tenure-accruing faculty need to be explicitly stated, so that these faculty are evaluated fairly, rather than being judged based on criteria that govern tenured and tenure-accruing faculty.

Professor Wilmarth then described some of the issues considered by the ASPP and PEAFF Joint Subcommittee, which included the question of whether or not regular, active-status faculty in non-tenure-accruing positions should be promoted to the rank of full professor. Some felt that all faculty members at this rank should be tenure-accruing, a view that the administration advised the Board of Trustees would not accept.

At the present time, almost one-fourth of the University's regular, active-status faculty serve in non-tenure-accruing positions. In two schools, the percentage of non-tenure-accruing faculty exceeds the Code-authorized limit of 25% of all regular, active-status faculty. The Executive Committee has asked the PEAFF Committee to inquire whether these two Schools are making efforts to come into compliance with Article I.B.1. of the Faculty Code.



With respect to the professional obligations of regular, active-status faculty members, it was the strong consensus of the Joint Subcommittee that, below the professorial rank, every non-tenure-accruing faculty member should be expected to contribute to all three major areas of faculty responsibility – i.e., teaching, research (productive scholarship), and service -- even though these areas might be assigned different weights than those applicable to tenured and tenure-accruing faculty members. In addition, however, the Joint Subcommittee strongly believed that the criteria for appointments and promotions to the rank of full professor should be identical for both tenure-accruing and non-tenure-accruing faculty. This second view was not shared by the administration or by some members of the ASPP and PEAFF Committees. Ultimately, a compromise was reached, providing that the criteria for appointments or promotions to the rank of full professor for non-tenure-accruing faculty should be substantially comparable, but not identical, to the criteria applied to such appointments or promotions for tenure-accruing faculty members. In addition, the ASPP and PEAFF Committees agreed with the Joint Subcommittee that none of the three fundamental areas of faculty responsibility – teaching, research, and service – should be assigned a weight of zero for any regular, active-status faculty member.

With respect to faculty members hired primarily for teaching or program administration or development, the ASPP and PEAFF Committees agreed that there is a role for such faculty, and the title of professor of practice or similar titles that might be agreed upon within a School and approved by the Executive Vice President for Academic Affairs, could be used with the proviso that these faculty would constitute a new category of special service faculty established under a new provision of the Faculty Code. Special service faculty would not have governance rights granted by the Code to regular, active-status faculty, such as the right to vote on matters dealing with the establishment of curriculum, the appointment of regular, active-status faculty, or the selection of decanal candidates.

Following his remarks, Professor Wilmarth requested the privilege of the floor for Professor Edward A. McCord, Senior Associate Dean for Management and Planning in the Elliott School of International Affairs. Dean McCord commended the Senate for examining issues concerning contract faculty, as this is an area that needs some attention. However, he said that he had several concerns about the Resolution before the Senate. He addressed the Senate as follows:

Most importantly I take strong objection to the Resolution establishing the new category of “special service” faculty with titles such as “professor of practice.” These faculty are defined as being appointed “to fulfill special teaching or program administration or development needs” and “are not expected to generate productive scholarship.” The main consequence of this addition to the Faculty Code is that such faculty will be “without faculty governance rights, similar to research faculty”

Whether or not the University might have an interest in establishing a special category of faculty who are not expected to generate productive scholarship is not my concern. Rather my concern is that this Resolution seems to have been built largely around assumptions about a position in the Elliott School: the Professors of the Practice of International Affairs. This Elliott School position is referred to several times in the proposal as a precedent for this new

special service category of faculty, and indeed they seem to be the only examples of "professors of practice" given. By extension, then, it would seem that these faculty in the Elliott School would be covered by this new subsection of the Code.

My concern is that the assumptions about the nature of these positions in the Elliott School are wrong and were made without any effort to determine the criteria under which they were established or under which these faculty serve. It seems odd to me that the Faculty Senate, one function of which seems to be to protect faculty rights, would proceed with an action to deprive one subset of faculty of their rights without inquiring into the nature of their appointments.

So I am here today with the approval of the Elliott School Dean to clarify the nature of these positions and to oppose the application of this new special service classification to our Professors of the Practice of International Affairs.

The Elliott School's Professors of the Practice of International Affairs are contract faculty with term appointments, so they do fall under the topic for discussion today. And, as defined in our bylaws, these faculty are appointed "primarily for their ability to contribute to the teaching programs of the School." We could actually have a long discussion about the meaning of "contribute to the teaching programs of the School," but I am not going to quibble on this point. Rather, I will concede that when these positions were first considered as non-tenure track appointments, the main function they were seen as being able to serve was as directors of our professional graduate programs. As such, their primary duties were to be to administer and develop these programs and teach courses in the programs.

However, I would take exception to the apparent assumption that this description of their "primary" function implies that they are not expected to generate productive scholarship. Primary does not mean exclusive, and actually implies there are secondary functions.

However, as recognized by the proposal today, contract faculty are hired to meet specific needs, and therefore it is hard to create one overreaching set of specific criteria that would cover each person appointed.

Nonetheless, in keeping with the Senate's reading of the Faculty Code that "regular, active-status positions with the accompanying faculty governance rights" should be expected to be "actively engaged in all the key areas of teaching, productive research, and service" all appointments of Professors of the Practice of International Affairs in the Elliott School have been made with specific references to these three general criteria. And in each case, these criteria have been approved by the School's regular faculty governance bodies.

Thus, the first of a set of five criteria detailed in our last search for a Professor of the Practice of International Affairs begins by saying:

"You will be expected to remain engaged in policy-relevant or academic research, with the objective of publication in appropriate scholarly or policy venues."

This is anything but an expectation that the person appointed would not be expected to be engaged in the generation of productive scholarship

I should also note that research and scholarship is one category under which our Professors of the Practice of International Affairs are evaluated in their annual reports—like all other faculty.

And finally, I should note that our Professors of the Practice of International Affairs have in fact been very active in scholarship and publishing. Indeed, this year one of them received a research grant from the MacArthur Foundation.

Thus, there is no reason why these faculty should be used as a model for the new special service faculty proposed in today's Resolution, nor that they should be placed within this category

Nor for that matter should there be any reason to require some kind of authorization through the Faculty Code for the Elliott School to make such appointments as a special category of faculty—as several members of the Senate have indicated in our recent communication over this issue

The main issue in the Elliott School over the creation of these positions was not whether they were to be research-active or non-research active. Rather, it was the need for faculty with different training and background given our character as a professional school of international affairs (which is also complicated by the fact that we also educate large number of undergraduates who receive a specialized liberal arts education -- in contrast to the professional focus of our graduate programs).

When the School was formed, its faculty was drawn entirely from the pre-existing disciplinary departments of other Schools in the University. In terms of appointment and promotion, these faculty are essentially all expected to meet the specific academic criteria of their disciplinary departments.

This is different from many other schools of international affairs, where faculty are often appointed because of their background and experience in the policy community rather than by strict academic discipline criteria. In other words, an emphasis is made on experience in the practice of international affairs as well as scholarship. And I might note that scholarship, in the form of policy writing, plays a much stronger role in the international affairs profession than in many other professions. (One of the things international affairs professionals do is to engage in policy research and writing.)

This is the sense of "practice" that led to the establishment of these positions. I might make a comparison to English departments I have known where some faculty specialize in literary criticism while other faculty are "practitioners" who actually write novels, poems, or short stories.

So it was an attempt to distinguish between academic mainstream and policy-based faculty that was one consideration in our creation of the title of Professor of the Practice of International Affairs

As such, however, I can see no reason why Professors of the Practice of International Affairs need any more special authorization through the Faculty Code than do Professors of International Affairs. They meet the general criteria established by the Code. Beyond that, as this proposal notes, the Faculty Code confers on the faculty of each school the responsibility to establish criteria for faculty appointments

At the same time, in creating these positions the School's faculty could not see a basis on which such policy-based faculty could be tenured. So the decision was made that they only be hired with term appointments.

On this basis these faculty do fall under the concern of the present proposal—if not under the [section of the] Resolution on professors of practice.

This brings me however to my second major concern with the second [section of the] Resolution—namely, the point that at the rank of full professor there should be a close similarity between tenure-accruing and non-tenure accruing faculty.

At this point, nearly all our tenure-accruing faculty are academic mainstream faculty, but our Professors of the Practice of International Affairs are by definition contract faculty.

If we are now to expect the Professors of the Practice of International Affairs to meet the criteria of our tenure-track full professors, that pretty much eliminates our ability to hire policy-based faculty. As a professional school we need to bring in faculty with experience in the kinds of professional careers our students are seeking, and the most effective faculty of this nature are those who come with high status in their professions (as government officials, major think-tank scholars, leaders of international organizations, etc.). The faculty we would be most interested in hiring usually also have either advanced academic degrees or a strong record of scholarship. It would be insulting not to consider such potential faculty for the rank of "professor." But few of these people would ever be given tenure or promotion to full professors in our affiliated disciplinary departments based on their criteria for appointment, promotion, and tenure.

So while I do I understand the concern of the Senate not to provide an opening for the appointment of academic-based faculty to the rank of full professor that do not meet the same expectations as their tenure-track

colleagues, I think some allowance must be made for the professional schools to appoint contract faculty at the rank of professor that may indeed meet different criteria from "academic-based" tenure track faculty.

Senate member Professor Philip W. Wirtz addressed the Senate as follows:

As many of you know, I have spent quite a lot of time on this issue both as a member of the ASPP Committee, and occasionally sitting in on the task force drafting an early version of this Resolution, and just before coming over here today, I checked my archives and discovered in a category called contract faculty there are 260 Emails that have transpired between me and other people on this particular issue. So I have a vested interest in seeing this done, and done properly, both in terms of my investment, and in terms of my history. I was an undergraduate here. I didn't earn my Master's degree here; I returned for my Doctorate and joined the faculty shortly thereafter. So I have a certain investment in seeing the future of this institution carried forward beyond me.

I hoped to be able to come to this meeting today and vote in favor of this Resolution in view of my enormous investment in this, and unfortunately I can't. It may be a minority view -- and I go recognize that it is unlikely that anything reaches the Senate without a certain amount of nose-counting -- and I may be unique in my minority representation on this, but I've got to at least explain why it is that I think this Resolution would represent a serious setback for the University if it is passed.

I don't share with Dean McCord some of his concerns. His comments suggest that his concerns on this issue could have been precluded if someone had simply asked ESIA about these issues. I would inquire at what point the Senate was asked about the ad hoc creation by ESIA of a new faculty title that doesn't appear in the Faculty Code. That's in some sense the stimulation that got us here -- the recognition that there are special needs that have to be addressed and that it is probably time to address those.

My concern is, I don't think that this Resolution does an adequate job of addressing special needs. And my concern is primarily embodied by the two critical points of 6 b) 1). This section addresses how decisions regarding appointments, reappointments, and promotion are to be made. And the statement is made in 6 b) 1) that "None of the foregoing factors" (those factors being, of course, teaching, research and service) "shall be assigned a weight of zero, and each regular active-status faculty member serving in a non-tenure-accruing position shall be expected to generate evidence of teaching ability and productive scholarship."

To me that says it all. The second part is the part that bothers me the most. What we are essentially saying is that as long as somebody who wishes to join our faculty can, at somewhere in his or her career, point to something that he or she has done, to provide evidence of productive scholarship, that is the standard. That is all that needs to be met.



And furthermore, in the process of weighing and evaluating these three components, all that needs to be established is that NONE of those components shall have a weight of zero. Essentially what this means is that a member of our faculty, *our full-time faculty*, can come on board here with a very small representation of any credible scholarship and can be reappointed with nearly zero evidence of research. To me, the thing that distinguishes the academy, is the generation of new knowledge. There are a lot of people out there who teach, and teach very well. What we are saying with this document is we want to be one of them. And that in my opinion -- some of you will be lost in this reference -- takes us back to the days of Cal Linton [former Dean of Columbian College of Arts & Sciences], when we really were primarily a teaching institution, where productive scholarship really wasn't relevant.

In deciding whether or not to vote for this particular Resolution, I would hope that you would think very carefully about the message that this Resolution sends, not only to us about who we think we are, but to other people who are evaluating this University in the context of other universities. This is saying, from my perspective, that George Washington University is the place you want to go if you want a group of good *teachers*. But if you want a group of good *scholars*, then think about a higher quality institution. Frankly, I'd like GWU to be thought of in the category of those "higher quality institutions."

Both Professor Gupta and Executive Vice President for Academic Affairs Donald R. Lehman pointed out that the language in the Resolution pertaining to productive scholarship was modeled on language already in the Faculty Code. Vice President Lehman pointed out that "substantial" scholarship is not specified in the Code as a criterion for appointment, tenure, or promotion. Professor Robin said he thought it more important to vote not on the message that would be sent by approving the Resolution, but upon the effect it will have on University policy. He asked what the effect of the Resolution might have on the possible hiring of new full-time language teachers whose primary duty would be language teaching; they would not be involved in active scholarship. Professor Gupta said he thought these would be classified as special service faculty.

Senate member Joseph J. Cordes spoke to the issue of the creation of the title of "Professors of Practice" in the Elliott School. Professor Cordes said that he was not a budgeted member of the Elliott School, but it is one of his three University affiliations. He said he had served with Professor Klarén on the Appointment, Promotion and Tenure Committee when the Elliott School took a leadership role (in his opinion) and confronted the issue of recruiting faculty for special needs. As a professional school, the ESIA needs to be able to recruit faculty members who are recognized as leaders in the field of international affairs. These faculty members may, for example, have formerly directed a research staff at a cabinet agency, and they command the respect of scholars because they do engage in a form of scholarship even if it is more concerned with policy research than with traditional academic research. The title "of Practice" was instituted because these faculty members "do not quite fit" the traditional model where research in disciplinary departments is pursued to advance the boundaries of knowledge within that discipline. Rather, Professors of the Practice of International Affairs advance knowledge and understanding of the development, application, and implementation of policy. There are both refereed and non-



refereed venues for publication of this work, he added. Professor Cordes said he thought the University is well served in making such appointments; these faculty members function on a level that is comparable to faculty members producing disciplinary research.

Discussion followed between Professors Cordes, Robin, Kim-Renaud, Robinson, and Dean McCord. Professor Wilmarth noted that the term "professor of practice" is now a customary designation at other universities, and is applied to faculty members who have primarily (but not exclusively) teaching and program administration functions, with essentially no expectation that they will engage in productive scholarship. He said he thought it would make sense for the University to use titles that are customary and comparable to those used by other institutions to which GW compares itself.

Professor Cordes moved that specific reference to "professor of practice" in Resolution 05/6 be deleted, along with references to the Elliott School, and the motion was seconded.

Professor William B. Griffith said he thought that Resolution 05/6 presented a very complicated situation in terms of parliamentary procedure, as the first Resolving Clause deals with the designation of special service faculty, and the second Resolving Clause sets forth criteria for appointments, reappointments, and promotion of regular active-status faculty serving in non-tenure-accruing appointments. Professor Griffith then inquired if it would be possible to separate the two issues, and vote on each one individually. Professor Wilmarth said he thought that Professor Griffith had raised an important point, as the Senate had just been informed that there are currently no faculty members (including the Professors of Practice in the Elliott School) who qualify for the special service designation. As the first Resolving Clause of the Resolution was thus moot, Professor Wilmarth said he would support a motion to delete it.

After consulting with the Parliamentarian, President Trachtenberg advised that the vote could not be split as Professor Griffith proposed. The President then suggested that the Senate consider a motion to table the Resolution and remand it to Committee for further refinement. Professor Wilmarth indicated that he thought this would not be productive in resolving the issues.

Professor Charles A. Garriss said he thought that the appointment of professors of practice could be of value in the professional schools, and he gave examples of contract faculty who had served successfully in the Engineering School. Professor Mueller spoke in opposition to the Resolution, saying he thought that perhaps the Resolution was the product of trying too hard to compromise. Faculty should have either the same titles and be evaluated by the same criteria, or different titles to be evaluated based on different criteria.

The question was called on the amendment, and Professor Gupta promised that the ASPP and PEAFF Committees would make editorial changes to the Resolution to eliminate references to the professor of practice title and the Elliott School. Professor Gupta was asked to read the amendment to the first Resolving Clause of Resolution 05/6, which deletes the phrase "as professor of practice, associate professor of practice, and assistant professor of practice, or," and the word "other" in the phrase immediately following, "with such other special service faculty."

Professor Wirtz asked if it would be appropriate for faculty members to be appointed as assistant, associate, or full professors in the special service category once the designation "of practice" was removed. The President observed that the question had been called. Professor Wilmarth said he thought that Professor Wirtz's view was the correct understanding of the intent of the revised Resolution.

A vote was taken and the amendment was adopted with one dissent. Discussion then followed between the President, Professors Griffith, Wilmarth, and Gupta, and Parliamentarian Johnson over the correct parliamentary procedure to be followed in requesting that editorial changes be made after Resolution had been approved, and it was determined that this could be done.

Another extended discussion followed about the proposed category of special service faculty between Professors Griffith, Gupta, Kim-Renaud, Mueller, Wilmarth, and Vice President Lehman. Although there are not presently any faculty at the University who would be placed in this category, Vice President Lehman said he thought it would be important in the future for the University to have this flexibility in hiring.

Professor Wirtz pointed out that since the phrase "professor of practice" had been deleted from the first Resolving Clause, Resolution 05/6 contains no examples of titles designating special service faculty. He said he would have no problem voting for the proposal if these faculty had entirely different titles than regular active-status faculty. For example, special service faculty could be designated as "teaching" faculty or be given some other name which would distinguish them as special service faculty members. Professor Cordes said he thought a logical way to proceed might be to retain and use the title of "professor of practice" for both regular (active status) contract faculty or special service faculty, but this suggestion was not accepted.

Professor Griffith pointed out that the plain language of the Resolution provides that the Vice President for Academic Affairs could only authorize special service faculty designations upon recommendation of the appropriate faculty, which could designate titles for such faculty. Professor Wilmarth said he thought it would help if some wording was added to the Resolution to avoid ambiguity, so he moved that the words "as teaching professors, program administrators, or such other special" be inserted in the amended first Resolving Clause of Resolution 05/6 after the word "administration" so that it would read: "Special service faculty may be appointed, upon recommendation of the appropriate faculty and officers of the administration, as teaching professors, program administrators, or such other special service faculty designation as may be approved by the Vice President for Academic Affairs, in order to fulfill special teaching or program administration or development needs." The motion was seconded. A vote was taken, and the amendment was adopted.

The question was called on the Resolution, a vote was taken, and the Resolution was adopted as twice amended. Professor Wirtz inquired about the voting procedure, as a call for those voting in opposition was not heard. Upon a call for a show of hands, the vote showed that the Resolution was adopted as amended, with two opposed. The President thanked Professor Wirtz for clarifying the record.

Professor Gupta expressed appreciation for the efforts of the ASPP and PEAFF Committees this year and last, and he added that both faculty members and administrators had worked very hard on the issues; Resolution 05/6 is a shining example of shared governance, he concluded. (Resolution 05/6 is attached.)

#### INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

#### BIENNIAL REPORT ON WOMEN FACULTY AND FACULTY OF COLOR

Vice President Lehman distributed this report and proceeded to review key components of the document. (The report is attached.) He prefaced his remarks by saying that, as he observed two years ago, at some level the faculty of an educational institution ought to be comparable in its composition to that of the student body. At this point, GW's student population, graduate and undergraduate, is composed of 54% women and 46% men. In terms of the distribution of minorities in the student body, including international students, approximately 8.76% are described as Asian, 7.2% Black, 4.43% Hispanic, and .41% Native American. 57.9% are described as White, and 13% of the population is described as unknown.

Vice President Lehman described faculty recruitment activity during 2004-05 for appointment effective with the 2005-06 academic year; 112 hires were made based upon 140 authorized searches. Of these, 78 were regular full-time appointments, and 34 were visiting appointments. Detailed information on these new hires is furnished in the report, which shows that approximately 57.7% of the new hires were men, 42.3% were women, and that minorities represented approximately 23% of all hires. Information concerning new visiting appointments and all visiting appointments is also contained in the report.

The report also sets forth the change in the number and percent of full-time faculty between the academic years 2003-04 and 2005-06. As of 2005-06, male faculty numbered 692, and female faculty 387. Minority faculty numbered 108 males and 95 females. This represented a loss of 10 male faculty, and the addition of 33 female faculty; minority male faculty increased by one, and minority female faculty increased by 11. The report also details the change in the number and percent of full-time faculty between the academic years 1988-89 and 2005-06, during which time period the number of male faculty increased by 5.2%, and female faculty, 90.6%. The number of minority male faculty increased by 60%, and minority female faculty, 69%.

Vice President Lehman moved quickly through the report, which contains information by race and sex on faculty promoted and awarded tenure from 1992-93 through 2004-05 as well as information on non-tenured faculty in tenure-track positions terminating during this same time period. Vice President Lehman noted that during this time period, 113 faculty left GW before their tenure notification date.

The report also sets forth the current institutional profile of the GW faculty, beginning on page 5; as noted, a more comprehensive, disaggregated, school-by-school analysis of the data is located in Appendices C and F of the report. The institutional profile

in the report details the total number of faculty in the senior ranks (Professor and Associate Professor), and in the junior ranks (Assistant Professor and Instructor), broken down by sex and minority status. The same information is given for non-medical faculty, medical faculty and medical faculty associates in both senior and junior ranks. The report also contains information concerning the tenure/non-tenure status by rank of all University faculty, and non-medical faculty, medical faculty and medical faculty associates in both senior and junior ranks.

Vice President Lehman then briefly reviewed the graphs in Appendices G1 and G2, which compare the number of full-time women and minority faculty at GW to D.C. area institutions and GW's market basket institutions. Only three area universities, Howard, Georgetown, and American have a higher percentage of women faculty than GW, and only two, Howard University and Johns Hopkins University, have a higher percentage of minority faculty. Compared to its market basket institutions, only four – the University of Miami, Georgetown and American Universities, and Tufts, have a higher percentage of women faculty than GW, and only three, the University of Miami, Emory, and the University of Southern California, have a higher percentage of minority faculty.

Vice President Lehman concluded his report by saying he hoped the faculty would be able to review all of the information in the report, including the appendices. In comparison to area and market basket institutions, the picture at GW is encouraging, particularly because progress has finally been made in the recruitment of Hispanic faculty since the last report. Vice President Lehman commended the faculty on the very special effort that has been devoted to faculty searches, and he said he thought the search committees are doing a much better job on a regular basis than they did 10 years ago, even though there is still a lot of work to do in the recruitment area. Finally, Vice President Lehman said he hoped that once faculty searches are underway, GW faculty members will telephone their colleagues at other institutions and ask them for recommendations.

President Trachtenberg said he thought it was worth noting a breakthrough this year in the School of Engineering and Applied Science, where three of five departments are chaired by women. The President and Dean Tong both also advised that the American Association of Engineering Educators had ranked GW's Engineering School as first in the country in the number of Ph.D.s earned by women.

#### STATUS REPORT ON ADMINISTRATION PLANS REGARDING WAYS OF MEETING THE FY 06-07 BUDGET SHORTFALL

Vice President Lehman reported that the Working Group to consider budget issues has been formed, and will hold its first meeting during the fourth week of March.

#### GENERAL BUSINESS

##### I. NOMINEES FOR ELECTION TO THE NOMINATING COMMITTEE FOR THE EXECUTIVE COMMITTEE FOR THE 2006-07 SESSION

Professor Robinson moved the nominations of the following faculty to the Nominating Committee: Philip W. Wirtz (SB); Convener, Mary M. Cheh (GWLS), Kurt J. Darr (SPHHS), Linda L. Gallo (SMHS), Robert J. Harrington (SEAS), Sylvia A. Marotta

(GSEHD), Barbara D. Miller (ESIA), Laura S. Youens (CCAS). The entire slate was approved.

## II. REPORT OF THE EXECUTIVE COMMITTEE

Professor Robinson presented the Report of the Executive Committee, which is enclosed.

### BRIEF STATEMENTS (AND QUESTIONS)

Professor Hermann J. Helgert, Chair of the Senate Admissions Policy, Enrollment Management, and Student Financial Aid Committee, said he had received a number of Emails and phone calls from concerned faculty members regarding an article in the Washington Post about a member of the men's basketball team and the controversy surrounding his admission to the University. He asked the President if he could make a brief statement on where the matter stands.

Vice President for Advancement Laurel Price Jones pointed out that there was a reporter from the Washington Post in the audience, and President Trachtenberg asked him to introduce himself. He identified himself as Dan Steinberg, a reporter for the Sports section.

President Trachtenberg reported that upon reading articles about the basketball team in the New York Times and the Washington Post, he immediately consulted with Senior Vice President for Student and Academic Support Services Robert A. Chernak, and through him, with Director of Undergraduate Admissions Kathryn Napper, Executive Director of Athletics of Athletics and Recreation Jack Kvancz, and ultimately with the Coach, Karl Hobbs. He said that he was reassured that everything that has been done was appropriate. He added that he could see how the faculty, and ultimately the Board of Trustees, might want some further assurances, to which end he had already requested that further examinations be carried out, by both Vice President and General Counsel Dennis Blumer, and Vice President Lehman. The President said he was confident without asking anyone that GW faculty would not "cut any slack" for any University student, including the athletes. He added that there does seem to be a shortcoming in the screening of athletes' credentials by the National Collegiate Athletic Association (NCAA) National Clearinghouse; however, the NCAA has grandfathered everyone who was previously given a clearance, and this includes all of the students presently matriculated at GW. GW uses the NCAA clearance as a minimal screen for admissions decisions; the President said that he understood that it is only after a prospective student has been cleared that their application is considered.

The President noted that Professor Jack Friedenthal [who was not present at the meeting] was a Senate member, and is considered an expert on such matters. Professor Robinson advised the Senate that Professor Friedenthal had seen the New York Times article and determined, even before the Post published its story, that it would be advisable to convene the Senate Athletics Committee, which he chairs, to look into this matter.



The President then acknowledged embarrassment at the apparent negative press GW has received, but he added that he knows the administrators involved are aware of the rules, and believes it unlikely they would be tempted not to follow them. He said that there is always cause for concern when there appears to be smoke, because perhaps fire will be found. Thus far, he assured the Senate, he had not been able to locate any such fire, but he promised to keep the Senate apprised of the situation as the review moves forward.

The President also pointed out that another story about GW recently appeared in the Washington Post, this one concerning a lawsuit by a former student who believes he was mistreated. Although this matter is currently in litigation and extensive commentary is probably not advisable, he said that the situation is quite complicated, and concerns possible liability issues. President Trachtenberg then expressed confidence that the matter could be sorted out by the court, and would be resolved in due course.

Professor Griffith said he thought there was a tacit understanding that the language in the Whereas Clauses of Resolution 05/6 would be revised by the ASPP and PEAJ Joint Subcommittee, but he expressed some discomfort about the Senate's approval of language yet to be drafted. He asked the Parliamentarian if it would be reasonable to move to reconsider the motion at the next Senate meeting with the understanding that only the changes in language would be considered. After consulting with the Parliamentarian, the President advised that this could be done, and that no motion was necessary to do it.

#### ADJOURNMENT

There being no further business before the Senate, the meeting was adjourned at 4:25 p.m.

*Elizabeth A. Amundson*  
Elizabeth A. Amundson  
Secretary



## A TRIBUTE IN MEMORY OF HOWARD C. PIERPONT

Dr. Howard Pierpont, Associate Professor Emeritus of Surgery and faculty member for 36 years at The George Washington University Medical Center passed away on February 14, 2006. He was born in Marietta, Ohio, where he received his undergraduate education at Marietta College. He graduated from McGill University with an M.D. degree in 1943, after which he spent a year in postgraduate training at Royal Victoria Hospital in Montreal. In 1944 he entered the Army Medical Corps, serving in various locations during the Second World War. He finished his military service at Walter Reed, working with Dr. Brian Blades, one of the founding fathers of thoracic surgery, who became chairman of surgery at GW in 1946. Dr. Blades recruited Dr. Pierpont to complete his surgical training at GW, which he finished in 1952.

Surgery at GW in the late forties was an interesting and dynamic department. One of the leading figures in American surgery, Dr. Blades used his reputation to quickly establish the first modern GW surgical department, organizing a surgical residency and one of the first cardiothoracic training programs. He recruited outstanding surgeons, many of whom were colleagues during the war. This group became the core of surgery at GW for the next 30 years.

Dr. Pierpont was a member of that group. He was director of surgical research, performed the first kidney transplant at GW, and was a leader in the new field of providing access for hemodialysis. In addition, to being a general surgeon actively involved in teaching students and residents, he was active in University affairs, serving for 17 years as a member of the Faculty Senate, 8 years as a member of the Senate Executive Committee, and one year as the Chairman of the Executive Committee.

I first met Dr. Pierpont in 1968 when I began my training as a surgical resident. He was from the old school, always polite, dignified, well-dressed, totally professional and dedicated. He enjoyed a good story, a good joke, and his omnipresent cigar. He loved to spend his three-week vacation in Canada with family and friends, fishing and enjoying the great outdoors. Upon his return, I always liked hearing his stories of the "one that got away." I am most appreciative of his role in my surgical education. He deserved his 22 years of retirement, during the last part of which he gave devoted care to his wife Irene during her illnesses. His wife survives him, along with their three children -- Christa, David, and Helen.

Joseph M. Giordano, Chair  
Department of Surgery

A RESOLUTION ON ESTABLISHING CRITERIA FOR APPOINTMENTS,  
REAPPOINTMENTS, AND PROMOTION OF REGULAR, ACTIVE-STATUS FACULTY  
SERVING IN NON-TENURE-ACCRUING APPOINTMENTS (05/6)

- Whereas, Article IV of the Faculty Code and Part B of the Procedures for the Implementation of the Faculty Code confer upon the faculty of each school the responsibility to establish and publish criteria on which regular, active-status faculty appointments, reappointments and promotions will be based, and require the faculty of each department to establish and publish any additional criteria; and
- Whereas, Part B.2 of the Procedures for the Implementation of the Faculty Code requires that recommendations for faculty appointments, reappointments and promotions shall be made by the faculty members of the appropriate rank in each department or nondepartmentalized school, acting either as a committee of the whole or through a duly elected standing committee; and
- Whereas, Article IV.B.1 of the Faculty Code stipulates that "promotion shall be dependent upon professional competence as evidenced by teaching ability, productive scholarship, participation and leadership in professional societies, service to the University, and public service"; and
- Whereas, the Faculty Code offers no guidance as to whether regular, active-status faculty holding non-tenure-accruing appointments must be judged by criteria identical to those applied to faculty holding tenure-accruing appointments of the same rank within the same department or within a nondepartmentalized school in connection with decisions regarding appointment, reappointment, or promotion; and
- Whereas, it is in the best interests of all regular, active-status faculty to have explicitly-stated criteria governing appointments, reappointments and promotion; and
- Whereas, in the absence of such guidance in the Faculty Code, several schools of the University have proposed the creation of new position titles to provide for school-specific teaching and program development needs; and
- Whereas, it is in the best interests of the University that a universal set of faculty titles and ranks, as specified in Article I.B of the Faculty Code, be applicable across all academic units of the University; and
- Whereas, it is in the best interests of the University, as an integral part of the academy, to expect that all regular, active-status faculty will generate productive scholarship and disseminate existing knowledge through their teaching; and
- Whereas, teaching loads and service assignments for all regular, active-status faculty, including faculty holding non-tenure-accruing appointments, should be structured so that during the term of each appointment, consistent with the University's needs, each regular, active-status faculty member has a reasonable opportunity to generate evidence of teaching ability and productive scholarship; and
- Whereas, it is not appropriate to appoint faculty members to regular, active-status positions with the accompanying faculty governance rights unless they are expected to be actively engaged in all of the key areas of teaching, productive research, and service to the University, professional societies and the public; and

Whereas, ~~a number of universities have appointed "professors of practice" to meet teaching and specialized programmatic needs, and at least one school in the University has appointed a small number of "professors of practice" for similar purposes; and~~

Whereas, ~~the title of "professor of practice" (at assistant, associate and full professor levels) a new category of "special service" faculty designations should be authorized under the Faculty Code for full-time faculty members who are hired to meet special teaching or program administration or development needs within a department or school but who are not expected to be actively engaged in the generation of productive scholarship, and such faculty members should be recognized as "special service" faculty without should not be granted faculty governance rights (similar to similar to -the statustreatment of research faculty, who do not possess faculty governance rights under Article I.B.4. of the Faculty Code); NOW THEREFORE~~

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- (1) That the Faculty Code be amended by adding the following new subsection at the end of Article I.B.:

**5. Special Service:** Special service faculty may be appointed, upon recommendation of the appropriate faculty and officers of the administration, as teaching professor or program administrator or ~~of practice, associate professor of practice, and assistant professor of practice, or~~ with such other special service faculty designation as may be approved by the Vice President for Academic Affairs, in order to fulfill special teaching or program administration or development needs. Such appointments do not provide tenure, and special service faculty are not expected to generate productive scholarship.

- (2) That the Faculty Code be further amended by adding the following new section after Article IV.A.5:

**6. Criteria and Procedures for Appointments, Reappointments, and Promotion of Regular, Active-Status Faculty Serving in Non-Tenure-Accruing Appointments**

Each school and each department (except in the case of nondepartmentalized schools) shall take the following actions with regard to appointments, reappointments, and promotion of regular, active-status faculty serving in non-tenure-accruing appointments:

- a) In accordance with this Article IV and Part B of the Procedures for the Implementation of the Faculty Code, the faculty of each of the foregoing units shall approve and publish the criteria to be applied in making decisions regarding appointments, reappointments, and promotion of regular, active-status faculty serving in non-tenure-accruing appointments. These criteria shall be based on the purpose(s) of the non-tenure-accruing appointments. Each letter of appointment for a regular, active-status faculty member serving in a non-tenure-accruing appointment shall include appropriate references to the criteria and purpose(s) applicable to such appointment.
- b) Decisions regarding appointments, reappointments, and promotion of regular, active-status faculty for non-tenure-accruing positions at a rank lower than the rank of professor may be based on published criteria that assign different weights to the factors of teaching ability, productive scholarship, and service to the University, professional societies and the public than the published criteria that would be applied to faculty members serving in tenure-accruing appointments in the applicable department or nondepartmentalized school; provided, however, that

- 1) none of the foregoing factors shall be assigned a weight of zero, and each regular, active-status faculty member serving in a non-tenure-accruing position shall be expected to generate evidence of teaching ability and productive scholarship; and
  - 2) the weights to be applied to the foregoing factors shall be based on the purpose(s) of the particular non-tenure-accruing appointments, and such weights shall be explicitly stated in the applicable letters of appointment or reappointment; and
- c) Decisions regarding appointments, reappointments, and promotion of regular, active-status faculty for non-tenure-accruing positions at the rank of professor shall be based on published criteria that are substantially comparable (though not necessarily identical) to the published criteria that would be applied to faculty members serving in tenure-accruing appointments in the applicable department or nondepartmentalized school.
- d) Teaching loads and service assignments for all regular, active-status faculty in a department or nondepartmentalized school should be structured so that during the term of each appointment, consistent with the University's needs, each regular, active-status faculty member in that department or school has a reasonable opportunity to generate evidence of teaching ability and productive scholarship.

Committee on Appointment, Salary, and Promotion Policies  
February 24, 2006

Committee on Professional Ethics and Academic Freedom  
February 24, 2006

Adopted, as amended, March 10, 2006

**Legislative History to Accompany**  
**A RESOLUTION ON ESTABLISHING CRITERIA FOR APPOINTMENTS,**  
**REAPPOINTMENTS, AND PROMOTION OF REGULAR, ACTIVE-STATUS FACULTY**  
**SERVING IN NON-TENURE-ACCRUING APPOINTMENTS (05/6)**

The Joint Subcommittee on Appointments, Reappointments and Promotion of Contract Faculty ("Joint Subcommittee") was commissioned by the Faculty Senate Executive Committee in accordance with the three following memoranda:

1. On February 4, 2004, Professor Lilien Robinson (Chair of the Faculty Senate Executive Committee) wrote to Professor Charles Garris (Chair of the Faculty Senate Committee on Appointment, Salary, and Promotion Policy, "ASPP") to request the ASPP Committee's consideration of, and recommendations for (among other issues), "formulation of policies on reappointment and promotion of contract faculty in programs without departmental affiliation."
2. On March 3, 2004, Professor Robinson wrote to Professor Garris as well as to Professor Ernest Englander (Chair of the Senate Committee on Professional Ethics and Academic Freedom, "PEAF") noting that "upon further discussion, our colleagues have come to the conclusion that it would be very helpful to have both the PEAFF and ASPP Committees address this matter. Accordingly, the Executive Committee recommends that you appoint a joint subcommittee to take on this project."
3. On July 16, 2004, newly-elected Chair of the Faculty Senate Executive Committee Professor Arthur Wilmarth, Jr., wrote to Professor Englander and Professor Sylvia Marotta (newly appointed Chair of the Senate Committee on Appointment, Salary, and Promotion Policy), with the request that the ASPP and PEAFF Committees "form a joint subcommittee to consider issues related to the appointment, promotion, reappointment, and general status of full-time contract faculty members. One particular issue is how status decisions should be made with respect to contract faculty who are not supervised by department chairs...It would be ideal if the subcommittee could include a mix of tenured and contract faculty..."

It was agreed by the Chairs of the ASPP and PEAFF Committees that the Joint Subcommittee need not be composed exclusively of ASPP and PEAFF members, but that there needed to be at least one member from each of the two Committees on the Joint Subcommittee. Professors Englander and Marotta canvassed the University Faculty to identify Faculty members who were interested in serving on the Joint Subcommittee. These included: Professors Englander and Marotta (co-chairs), and Professors Carayannis (GWSB), Chalofsky (GSEHD), Cherian (GWSB), Lornell (CCAS), Hilliard (GWSB), Mueller (GSEHD), Williams (GWSB) and Zink (University Writing Program). In consultation with EVPAA Lehman, two administrative Committee members were appointed: Dr. Jean Folkerts (representing the EVPAA) and Mr. Richard Weitzner, Associate General Counsel.

On October 11, 2004, Executive Committee Chair Wilmarth wrote Professors Englander and Marotta: "The Executive Committee has been advised of concerns that some contract faculty members are being hired with the expectation of carrying out primarily teaching and/or administrative duties while holding the same title (e.g., professor, associate professor, or assistant professor) as tenure-line faculty members or contract faculty members who are expected to fulfill a

significant research component as part of their overall responsibilities. This practice has raised difficulties when contract faculty members who are appointed with such expectations are later considered for reappointment or promotion by faculty committees. Could you please ask your subcommittee to consider whether a separate designation should be used for full-time contract faculty members who are expected to devote most of their efforts to teaching and/or administrative tasks?"

~~We understand that [one school of the University] designates contract faculty members as "professors of practice" if they are hired "primarily for their ability to contribute to the teaching programs of the School". Should a title similar to "professor of practice" (including instructor, assistant and associate ranks) be added to Article I.B.1 of the Faculty Code to designate a regular, active-status contract faculty member who is expected to devote most of his or her efforts to teaching and/or administrative tasks?"~~

The Joint Subcommittee met throughout the Fall 2004 and Spring 2005 semesters and produced a draft resolution and an accompanying statement of legislative history. The Joint Subcommittee was reconstituted in October 2005, and its members included: Professors Murli Gupta (CCAS, and ASPP chair) and Wilmarth (PEAF chair), as co-chairs, and Professors Artz (GWSB), Chalofsky, Gamber (Univ. Writing Program), Hamner (SEAS), Mueller, and Wirtz (GWSB). On November 30, 2005, the Joint Subcommittee agreed on a proposed resolution and statement of legislative history, which built upon the excellent work done by the Joint Subcommittee during 2004-05. In December 2005, the ASPP and PEAf Committees met separately to discuss the Joint Subcommittee's proposal. As a result of those discussions, the ASPP and PEAf Committees held a joint meeting on January 24, 2006, to develop a consensus on these matters. As a result of these and subsequent deliberations, the ASPP and PEAf Committees reached the following conclusions:

1. Regular, active-status faculty holding non-tenure-accruing ("NTA") appointments constitute more than one-fifth of the University's full-time faculty and are needed by the University to meet a variety of programmatic needs. In 2005, the University's 730 regular, active-status faculty members included 165 faculty members serving in NTA positions. Because of concerns about financial flexibility and the great dependence of the University on enrollment-related revenues, Executive Vice President for Academic Affairs Donald R. Lehman advised the participants that neither the Administration nor the Board of Trustees would accept a resolution requiring that all regular, active-status faculty must be appointed to tenure-accruing positions. Professor Walter Kahn (SEAS) noted that Article I.B.1. of the Faculty Code recognizes the legitimacy of regular, active-status faculty holding NTA appointments by providing that up to 25 percent of the regular, active-status faculty of any school, and up to 50 percent of the regular, active-status faculty of any department, may consist of NTA faculty. The Law School, School of Medicine and Health Sciences, and the College of Professional Studies are exempted from these Code requirements. Professor Art Wilmarth expressed his concern that the Graduate School of Education and Human Development and the School of Public Health and Health Services are not even close to complying with these Code requirements and both Schools have made little or no progress toward increasing their percentages of tenure-accruing faculty during the past several years. Other participants agreed with this concern and felt that the Faculty Senate should address these departures from the Faculty Code.
2. The Joint Subcommittee and the two Committees actively deliberated on whether separate titles should be designated for regular, active-status faculty members who are expected to devote most of their efforts to teaching and/or administrative tasks. After extensive discussion and review of the individual schools' needs, as well as a thorough review of the current provisions in the Faculty Code (notably Article IV, "Appointment, Reappointment, Promotion, and Tenure"), the Joint Subcommittee and the two Committees concluded that it would be far more advisable to draw on the *current* language of Article I.B.1. of the Faculty Code, which is sufficiently broad to allow the multiplicity of school-based needs to be met through *existing* titles, than to augment the Faculty Code with what would be a



proliferation of new titles for regular, active-status faculty to accommodate the multiple, non-overlapping current needs (as well as unforeseen future needs) of the individual academic units.

3. The Joint Subcommittee and the two Committees were sensitive in their deliberations to the consequence of the foregoing conclusion -- namely, that identical titles (e.g., Assistant Professor) might carry different predominant responsibilities among regular, active-status faculty members across and within academic units. It was agreed that this flexibility is generally a strength (permitting dynamic response to the University's evolving needs on an academic unit basis) with respect to NTA positions below the rank of full professor. At the rank of full professor, however, it was agreed that there should be a closer similarity between tenure-accruing and NTA faculty. Accordingly, it was determined that the criteria for appointments, reappointments and promotion to the rank of full professor for NTA faculty should be "substantially comparable (though not necessarily identical) to the criteria that would be applied to faculty members serving in tenure-accruing appointments in the applicable department or nondepartmentalized school."
4. The Joint Subcommittee recognized that, in promoting the flexibility of responsibilities for regular, active-status faculty holding NTA positions, as recognized in the accompanying Resolution, it is essential that academic units identify and articulate, in advance, the responsibilities of every regular, active-status faculty member serving in an NTA position, as is already done for tenure-accruing faculty (through the Bylaws of the individual academic units). Accordingly, the faculty of each academic unit must establish and publish the criteria for appointments, reappointments, and promotion of regular, active-status faculty holding NTA positions in accordance with Article IV of the Faculty Code and Part B.2. of the Procedures for the Implementation of the Faculty Code.
5. As reflected in the accompanying Resolution, every regular, active-status faculty member should contribute to the fulfillment of all areas of faculty responsibility within his or her respective department or nondepartmentalized school, including the areas of teaching and productive scholarship. Accordingly, the Resolution provides that, in making decisions regarding appointments, reappointments and promotion of regular, active-status faculty members in NTA positions, none of the areas of faculty responsibility should be assigned a weight of zero and each such faculty member should be expected to generate evidence of teaching ability and productive scholarship. In addition, the Resolution provides that teaching loads and service assignments should be structured so that during the term of each appointment, consistent with the University's needs, each regular, active-status faculty member has a reasonable opportunity to satisfy the foregoing expectations for teaching and scholarship.
6. The ASPP and PEAFF Committees agreed that a faculty position should not be classified as a regular, active-status position unless it includes an expectation of generating productive scholarship. In this regard, the two Committees concurred that faculty members should not receive faculty governance rights as regular, active-status faculty under the Faculty Code unless they are actively engaged in all of the key areas of teaching, scholarship and service. This conclusion is consistent with (i) Article I.B.4. of the Faculty Code, which does not grant "regular" status or the accompanying faculty governance rights to research faculty, because research faculty are not expected to engage in teaching, and (ii) Article IV.B.1. of the Faculty Code, which provides that promotion of regular, active-status faculty members "shall be dependent on professional competence as evidenced by teaching ability, productive scholarship, participation and leadership in professional societies, service to the University, and public service."
7. ~~The ASPP and PEAFF Committees~~ It was agreed that a new title of "professor of practice" (at assistant, associate and full professor levels) a new class of special service faculty designations should be authorized in the Faculty Code for full-time faculty members who

are hired to fulfill special teaching or program administration or development needs in a department or school but who are not expected to generate productive scholarship. ~~These special service faculty members would be similar to the "professors of practice" who have been appointed for one or two three year terms in the Elliott School of International Affairs.~~ Such special service faculty should not be appointed to regular, active-status positions and should not receive faculty governance rights. ~~I~~Accordingly, it was agreed that a new category of "Special Service" faculty should be authorized under Article I.B. of the Faculty Code, and that this new category should include the ~~"professor of practice"~~ "teaching professors" and "program administrators" ~~designations and should also permit additional such other special service faculty designations that as are recommended by the faculty of a department or nondepartmentalized school and approved by the Executive Vice President for Academic Affairs.~~

The Joint Subcommittee also looked carefully into the question of possible "formulation of policies on reappointment and promotion of contract faculty in programs without departmental affiliation". In collaboration with the Faculty Senate Executive Committee, the Joint Subcommittee determined that the faculty associated with one Program -- the University Writing Program in the Columbian College of Arts and Sciences -- was, initially, without adequate protection under the Faculty Code. In the Joint Subcommittee's opinion, the Columbian College bylaws have since been amended to provide rights and protections for the faculty in that Program that conform to the rights and protections offered to all regular, active-status faculty under the Faculty Code. The Joint Subcommittee did not, therefore, recommend additional policies on appointment and promotion of contract faculty in programs without departmental affiliation.

Murli M. Gupta.  
Chair, ASPP Committee

Arthur E. Wilmarth, Jr.  
Chair, PEAFC Committee

February 24, 2006

# RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR

Report to the Faculty Senate  
by the  
Executive Vice President for Academic Affairs<sup>1</sup>  
March 10, 2006

## PURPOSE

This report outlines the current status of the recruitment, appointment, promotion, tenure, retention, and climate for women faculty and faculty of color at the University. In the spirit of Faculty Senate Resolutions 89/13 and 90/7, this report is provided to inform decisions regarding future activity in these areas.

## THE STATE OF RECRUITMENT AND RETENTION AT GW

The data upon which this and subsequent tables and attachments are based were provided by the Office of Institutional Research. The data do not include deans, administrators with faculty rank, research faculty, visiting faculty (except where noted), affiliated faculty<sup>2</sup>, or non-tenure accruing instructors in SMHS.

## RECRUITMENT ACTIVITY

In 2004-05, one hundred forty (140) authorized searches (87 national searches for regular faculty and 53 modified searches for visiting faculty) for appointments effective with the 2005-06 academic year resulted in 112 hires. Seventy-eight (78) were regular full-time appointments and thirty-four (34) were visiting appointments. Tables 1 and 2A provide in detail the outcome of this activity.

Table 1 describes this year's new regular active-status faculty. There were 22 more new hires for 2005-06 than for 2003-04, an increase of 39%. This year, 42% of the 78 new faculty hires are women and 23% are faculty of color, compared to 41% and 29%, respectively, two years ago.

**TABLE 1**  
**New Full-Time Faculty**  
**November 1, 2004 through October 31, 2005**

	MEN		WOMEN		TOTAL	
White	35		25		60	
Black	2		2		4	
Asian	6		3		9	
Hispanic	2		2		4	
Am. Native	0		1		1	
<b>TOTAL</b>	<b>45</b>	<b>57.7%</b>	<b>33</b>	<b>42.3%</b>	<b>78</b>	
<b>Minorities</b>	<b>10</b>	<b>22.2%</b>	<b>8</b>	<b>24.2%</b>	<b>18</b>	<b>23.1%</b>

1 The EVPAA is grateful to the Assistant Vice President for Faculty Recruitment and the Assistant Vice President for Institutional Research for their major contributions to the compilation and preparation of this report.

2 The GW Medical Faculty Associates (MFA) is an independent nonprofit clinical practice group affiliated with the University. Under the affiliation agreement, because they have appointments in the SM&HS, MFA recruit faculty under GW policies and procedures. Therefore, the MFA faculty are included in the report.

## RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR

Table 2A shows the total number of new faculty in "visiting" positions. These temporary positions allow us to meet emergency staffing needs, or to cover the absence of faculty on sabbatical, or other leaves. University policy prevents individuals from holding a "visiting" position for more than two (2) academic years.

**TABLE 2A**  
**New Visiting Appointments**  
**November 1, 2004 through October 31, 2005**

	MEN		WOMEN		TOTAL	
White	19		11		30	
Black	0		0		0	
Asian	2		0		2	
Hispanic	1		1		2	
Am. Native	0		0		0	
Unknown	0		0		0	
<b>TOTAL</b>	<b>22</b>	<b>64.7%</b>	<b>12</b>	<b>35.3%</b>	<b>34</b>	
<b>Minorities</b>	<b>3</b>	<b>13.6%</b>	<b>1</b>	<b>8.3%</b>	<b>4</b>	<b>11.8%</b>

Table 2B shows the total number of individuals in "visiting" positions. This year the number of visiting faculty decreased by 35 (45.4%). This represents a decrease of 14 (-35.0%) men and 21 women (-56.8%).

**TABLE 2B**  
**All Visiting Appointments**  
**Academic Year 2005/06**

	MEN		WOMEN		TOTAL	
White	23		15		38	
Black	0		0		0	
Asian	2		0		2	
Hispanic	1		1		2	
Am. Native	0		0		0	
Unknown	0		0		0	
<b>TOTAL</b>	<b>26</b>	<b>61.9%</b>	<b>16</b>	<b>38.1%</b>	<b>42</b>	
<b>Minorities</b>	<b>3</b>	<b>11.5%</b>	<b>1</b>	<b>6.3%</b>	<b>4</b>	<b>9.5%</b>

Table 3 shows changes that occurred in the faculty profile from 2003-04 to 2005-06. Overall, there was an increase in the number of full-time faculty (23 faculty members or 2.2%). The increase in the number of White women and Hispanic faculty (23 and 10, respectively) accounts for most of the growth. Faculty of color as a percentage of the total faculty population increased slightly, from 18% to 19%. It is interesting to note that the growth was in women faculty—they increased by 9.3% (33 faculty), while the number of male faculty decreased by 1.4% (10 faculty members). Of the men, only the Hispanic faculty showed an increase over two years ago.

# RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR

**TABLE 3**  
**Full-time Faculty and Percent Change Between**  
**Academic Years 2003/04 and 2005/06**

	MEN			WOMEN			TOTAL		
	05/06	Change from 03/04		05/06	Change from 03/04		05/06	Change from 03/04	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	583	-1.7%	-10	292	8.6%	23	875	1.5%	13
Black	17	-15.0%	-3	32	6.7%	2	49	-2.0%	-1
Asian	74	-2.6%	-2	48	11.6%	5	122	2.5%	3
Hispanic	17	54.5%	6	14	40.0%	4	31	47.6%	10
Am. Native	0	0.0%	0	1	0.0%	0	1	0.0%	0
Unknown	1	-50.0%	-1	0	-100.0%	-1	1	-66.7%	-2
<b>TOTAL</b>	692	-1.4%	-10	387	9.3%	33	1079	2.2%	23
<b>Minorities</b>	108	0.9%	1	95	13.1%	11	203	6.3%	12

Table 4 compares the faculty profile in 1988-89 and 2005-06 and shows the degree of success we achieved in enriching faculty diversity. Over the seventeen-year period, the total number of faculty members increased by 218 (25.3 %). While the number of White men decreased (by 4.4% or 27 faculty members) during this period, the number of women faculty and faculty of color grew substantially (by 90.6% or 184 and 174.3% or 129, respectively). Although we continue to show long-term gains in the number of women faculty and faculty of color, we must increase our efforts to achieve further diversity, particularly in the number of Black and Hispanic faculty members.

**TABLE 4**  
**Full-Time Faculty and Percent Change Between**  
**Academic Years 1988/89 and 2005/06**

	MEN			WOMEN			TOTAL		
	05/06	Change from 88/89		05/06	Change from 88/89		05/06	Change from 88/89	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	583	-4.4%	-27	292	65.0%	115	875	11.2%	88
Black	17	112.5%	9	32	300.0%	24	49	206.3%	33
Asian	74	155.2%	45	48	200.0%	32	122	171.1%	77
Hispanic	17	54.5%	6	14	600.0%	12	31	138.5%	18
Am. Native	0	0.0%	0	1	0.0%	1	1	0.0%	1
Unknown	1	0.0%	1	0	0.0%	0	1	0.0%	1
<b>TOTAL</b>	692	5.2%	34	387	90.6%	184	1079	25.3%	218
<b>Minorities</b>	108	125.0%	60	95	265.4%	69	203	174.3%	129

## RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR

Table 5 and Table 6 provide a thirteen-year view of the number of faculty promoted and/or awarded tenure or who left the University prior to their tenure review. From 1992-93 through 2004-05, 279 faculty members were awarded tenure. Also, during this period, 113 faculty members left prior to their tenure notification date, 75 men and 38 women. Of those leaving prior to their tenure notification date, 17 were faculty of color. During the two years since the last report, the breakdown of faculty leaving prior to their tenure review is as follows: 10 men and 4 women, including 1 Black female and 1 Asian male.

**TABLE 5**  
**Faculty Promoted and Awarded Tenure 1992/93 through 2004/05 (aggregate)**  
**By Race and Sex**

<b>Promote*</b>							
	<b>TOTAL</b>	<b>MALE</b>	<b>FEMALE</b>	<b>MINORITY</b>	<b>BLACK</b>	<b>ASIAN</b>	<b>HISPANIC</b>
Arts & Sciences**	204	129	75	32	5	22	5
GSEHD	35	13	22	6	1	1	4
SEAS	43	38	5	15	0	14	1
SBPM	65	42	23	14	1	12	1
LAW	31	21	10	3	2	0	1
SMHS	137	78	59	23	7	13	3
SPHHS	15	10	5	3	0	1	2
<b>TOTAL</b>	<b>530</b>	<b>331</b>	<b>199</b>	<b>96</b>	<b>16</b>	<b>63</b>	<b>17</b>

<b>Awarded Tenure*</b>							
	<b>TOTAL</b>	<b>MALE</b>	<b>FEMALE</b>	<b>MINORITY</b>	<b>BLACK</b>	<b>ASIAN</b>	<b>HISPANIC</b>
Arts & Sciences**	118	74	44	26	4	18	4
GSEHD	22	10	12	4	1	1	2
SEAS	33	27	6	13	0	12	1
SBPM	46	32	14	13	2	10	1
LAW	26	17	9	2	1	0	1
SMHS	32	19	13	3	2	1	0
SPHHS	2	0	2	0	0	0	0
<b>TOTAL</b>	<b>279</b>	<b>179</b>	<b>100</b>	<b>61</b>	<b>10</b>	<b>42</b>	<b>9</b>

\*Faculty who are tenured appear in both charts.

\*\*Arts and Sciences include both CCAS and ESIA.



## RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR

**TABLE 6**  
**Tenure-Track Non-Tenured Faculty Terminating 1992/93 through 2004/05 (aggregate)**  
**By Race and Sex**  
**Left Before Tenure Notification Date**

	<b>TOTAL</b>	<b>MALE</b>	<b>FEMALE</b>	<b>MINORITY</b>	<b>BLACK</b>	<b>ASIAN</b>	<b>HISPANIC</b>
Arts & Sciences**	56	39	17	5	1	2	2
GSEHD	5	1	4	1	0	0	1
SEAS	9	8	1	2	0	1	1
SB	12	9	3	6	1	5	0
LAW	0	0	0	0	0	0	0
SMHS	30	17	13	3	0	1	2
SPHHS	1	1	0	0	0	0	0
<b>TOTAL</b>	<b>113</b>	<b>75</b>	<b>38</b>	<b>17</b>	<b>2</b>	<b>9</b>	<b>6</b>

We continue our efforts to prevent attrition that might result from climate problems (i.e., isolation, lack of appropriate mentoring, etc.) and development and support issues. Over the past few years, we have worked closely with the Council of Deans and advisory committees to preserve and enhance initiatives that promote a positive and supportive work environment. (See Campus Climate)

### FACULTY RETENTION

During the two-year period from 11/1/03 and 10/31/05, 114 regular active status faculty left the University. Reasons for leaving included retirement, completion of contract, non-reappointment, acceptance of another position, etc. (See Appendix H1)

Of the faculty who left the University, seventy-eight were men and thirty-six were women. Nineteen faculty of color left: thirteen Asians (11 men and 2 women), six Blacks (three men and three women).

Of the nineteen faculty of color who left the University, seven resigned, two retired, three were not reappointed, four accepted another position, and one's contract ended.

Of the thirty-one White women faculty who left the University, twenty resigned, one retired, two accepted another position, one abandoned her job, and seven had contracts that ended.

### INSTITUTIONAL PROFILE

On the following pages, we present the current institutional profile of the GW faculty. A more comprehensive, disaggregated, school-by-school analysis of the data is located in Appendices C and F to this report.

## RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR

Tables 7, 7A, and 7B profile the regular full-time faculty by contract status. Specifically, these tables show that:

- While 64% of the regular faculty are men, they occupy 70% of the tenured and tenure-track positions and 53% of the non-tenure-track positions. Women comprise 36% of the faculty and hold 30% of the tenured or tenure-track positions and a disproportionate 47% of the non-tenure-track positions. In each case, this is an increase in women faculty of 2 percentage points. Nineteen percent of the regular faculty are faculty of color, but they hold 16% of the tenure/tenure-track positions and 25% of the non-tenure-track positions. Overall, the percentage of women faculty and faculty of color has increased slightly over the past two years.
- Eighty-four percent of the tenured and tenure-track positions are in the non-medical schools, while non-tenure-track positions are almost evenly divided between the medical and non-medical schools.

**Table 7**  
**Total Faculty**  
**Tenured & Tenure Track Positions Combined**

	MEN			WOMEN			TOTAL		
	05/06	Change from 03/04		05/06	Change from 03/04		05/06	Change from 03/04	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	436	-1.1%	-5	171	13.2%	20	607	2.5%	15
Black	10	0.0%	0	15	15.4%	2	25	8.7%	2
Asian	47	0.0%	0	25	19.0%	4	72	5.9%	4
Hispanic	9	50.0%	3	9	28.6%	2	18	38.5%	5
Am. Native	0	0.0%	0	0	0.0%	0	0	0.0%	0
Unknown	0	0.0%	0	0	-100.0%	-1	0	-100.0%	-1
<b>TOTAL</b>	502	-0.4%	-2	220	14.0%	27	722	3.6%	25
<b>Minorities</b>	66	4.8%	3	49	19.5%	8	115	10.6%	11

**Non-Tenure Track**

	MEN			WOMEN			TOTAL		
	05/06	Change from 03/04		05/06	Change from 03/04		05/06	Change from 03/04	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	147	-3.3%	-5	121	2.5%	3	268	-0.7%	-2
Black	7	-30.0%	-3	17	0.0%	0	24	-11.1%	-3
Asian	27	-6.9%	-2	23	4.5%	1	50	-2.0%	-1
Hispanic	8	60.0%	3	5	66.7%	2	13	62.5%	5
Am. Native	0	0.0%	0	1	0.0%	0	1	0.0%	0
Unknown	1	-50.0%	-1	0	0.0%	0	1	-50.0%	-1
<b>TOTAL</b>	190	-4.0%	-8	167	3.7%	6	357	-0.6%	-2
<b>Minorities</b>	42	-4.5%	-2	46	7.0%	3	88	1.1%	1

# RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR

**Table 7A**  
**Non-Medical Faculty Tenured & Tenure-Track Positions Combined**

	MEN			WOMEN			TOTAL		
	05/06	Change from 03/04		05/06	Change from 03/04		05/06	Change from 03/04	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	360	-0.3%	-1	145	10.7%	14	505	2.6%	13
Black	9	0.0%	0	14	16.7%	2	23	9.5%	2
Asian	44	0.0%	0	21	16.7%	3	65	4.8%	3
Hispanic	8	60.0%	3	8	14.3%	1	16	33.3%	4
Am. Native	0	N/A	0	0	N/A	0	0	N/A	0
Unknown	0	N/A	0	0	N/A	-1	0	N/A	-1
<b>TOTAL</b>	421	0.5%	2	188	11.9%	20	609	3.7%	22
<b>Minorities</b>	61	5.2%	3	43	16.2%	6	104	9.5%	9

## Non-Tenure Track

	MEN			WOMEN			TOTAL		
	05/06	Change from 03/04		05/06	Change from 03/04		05/06	Change from 03/04	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	69	-11.5%	-9	69	3.0%	2	138	-4.8%	-7
Black	3	-25.0%	-1	5	-28.6%	-2	8	-27.3%	-3
Asian	10	-37.5%	-6	7	16.7%	1	17	-22.7%	-5
Hispanic	5	25.0%	1	3	200.0%	2	8	60.0%	3
Am. Native	0	N/A	0	0	-100.0%	-1	0	-100.0%	-1
Unknown	0	N/A	0	0	N/A	0	0	N/A	0
<b>TOTAL</b>	87	-14.7%	-15	84	2.4%	2	171	-7.1%	-13
<b>Minorities</b>	18	-25.0%	-6	15	0.0%	0	33	-15.4%	-6

# RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR

**Table 7B**  
**Medical Faculty Tenured & Tenure-Track Positions Combined**

	MEN			WOMEN			TOTAL		
	05/06	Change from 03/04		05/06	Change from 03/04		05/06	Change from 03/04	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	76	-5.0%	-4	26	30.0%	6	102	2.0%	2
Black	1	0.0%	0	1	0.0%	0	2	0.0%	0
Asian	3	0.0%	0	4	33.3%	1	7	16.7%	1
Hispanic	1	0.0%	0	1	0.0%	1	2	100.0%	1
Am. Native	0	0.0%	0	0	0.0%	0	0	0.0%	0
Unknown	0	0.0%	0	0	0.0%	0	0	0.0%	0
<b>TOTAL</b>	81	-4.7%	-4	32	33.3%	8	113	3.7%	4
<b>Minorities</b>	5	0.0%	0	6	50.0%	2	11	22.2%	2

## Non-Tenure Track

	MEN			WOMEN			TOTAL		
	05/06	Change from 03/04		05/06	Change from 03/04		05/06	Change from 03/04	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	78	5.4%	4	52	2.0%	1	130	4.0%	5
Black	4	-33.3%	-2	12	20.0%	2	16	0.0%	0
Asian	17	30.8%	4	16	0.0%	0	33	13.8%	4
Hispanic	3	200.0%	2	2	0.0%	0	5	66.7%	2
Am. Native	0	0.0%	0	1	0.0%	1	1	0.0%	1
Unknown	1	-50.0%	-1	0	0.0%	0	1	-50.0%	-1
<b>TOTAL</b>	103	7.3%	7	83	5.1%	4	186	6.3%	11
<b>Minorities</b>	24	20.0%	4	31	10.7%	3	55	14.6%	7

## RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR

Tables 8, 8A, and 8B profile the regular, full-time faculty by rank—senior and junior positions. It is interesting to note that:

- The senior faculty in the medical schools consists of 26% women and 74% men (a five percentage point increase in women over two years ago). The senior faculty in the non-medical schools consists of 28% women and 72% men (a two percentage point increase in women).
- The distribution of junior faculty in the medical and non-medical schools also differs—the junior faculty in medical schools consists of 56% women and 44% men; junior faculty in non-medical schools consists of 52% women and 48% men. The percentage of women faculty in junior ranks is unchanged in the medical schools, but increased four percentage points in the non-medical schools.
- Fourteen percent of the senior faculty in the non-medical schools and 15% of the faculty in the medical schools are people of color. Looking at the junior faculty, 25% of the non-medical junior faculty and 33% of the medical junior faculty are people of color.
- This year, the junior faculty gender distribution is 53% women and 47% men, while two years ago, the distribution was 51% women and 49% men.
- Women faculty and faculty of color combined account for 46% of the regular faculty, compared to 44% in 2003/04. They occupy 40% of the tenure/tenure-track positions, 59% of the non-tenure-track positions, 36% of the full and associate professor positions, and 66% of the assistant professor and instructor positions. This is an increase of three percentage points in both tenure/tenure-track and in junior faculty positions, and a two percentage point increase in both non-tenure-track and senior faculty positions.

# RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR

**Table 8**  
**Total Faculty**  
**Senior Ranks – Professor and Associate Professor**

	MEN			WOMEN			TOTAL		
	05/06	Change from 03/04		05/06	Change from 03/04		05/06	Change from 03/04	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	461	-0.6%	-3	159	13.6%	19	620	2.6%	16
Black	11	0.0%	0	14	7.7%	1	25	4.2%	1
Asian	46	2.2%	1	19	18.8%	3	65	6.6%	4
Hispanic	8	14.3%	1	7	16.7%	1	15	15.4%	2
Am. Native	0	0.0%	0	0	0.0%	0	0	0.0%	0
Unknown	0	-100.0%	-2	0	0.0%	0	0	-100.0%	-2
<b>TOTAL</b>	<b>526</b>	<b>-0.6%</b>	<b>-3</b>	<b>199</b>	<b>13.7%</b>	<b>24</b>	<b>725</b>	<b>3.0%</b>	<b>21</b>
<b>Minorities</b>	<b>65</b>	<b>3.2%</b>	<b>2</b>	<b>40</b>	<b>14.3%</b>	<b>5</b>	<b>105</b>	<b>7.1%</b>	<b>7</b>

**Table 8**  
**Total Faculty**  
**Junior Ranks – Assistant Professor and Instructor**

	MEN			WOMEN			TOTAL		
	05/06	Change from 03/04		05/06	Change from 03/04		05/06	Change from 03/04	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	122	-5.4%	-7	133	3.1%	4	255	-1.2%	-3
Black	6	-33.3%	-3	18	5.9%	1	24	-7.7%	-2
Asian	28	-9.7%	-3	29	7.4%	2	57	-1.7%	-1
Hispanic	9	125.0%	5	7	75.0%	3	16	100.0%	8
Am. Native	0	0.0%	0	1	0.0%	0	1	0.0%	0
Unknown	1	0.0%	1	0	-100.0%	-1	1	0.0%	0
<b>TOTAL</b>	<b>166</b>	<b>-4.0%</b>	<b>-7</b>	<b>188</b>	<b>5.0%</b>	<b>9</b>	<b>354</b>	<b>0.6%</b>	<b>2</b>
<b>Minorities</b>	<b>43</b>	<b>-2.3%</b>	<b>-1</b>	<b>55</b>	<b>12.2%</b>	<b>6</b>	<b>98</b>	<b>5.4%</b>	<b>5</b>



# RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR

**Table 8A**  
**Non-Medical Faculty Senior Ranks – Professor and Associate Professor**

	MEN			WOMEN			TOTAL		
	05/06	Change from 03/04		05/06	Change from 03/04		05/06	Change from 03/04	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	343	-1.4%	-5	125	8.7%	10	468	1.1%	5
Black	9	0.0%	0	9	0.0%	0	18	0.0%	0
Asian	37	0.0%	0	12	20.0%	2	49	4.3%	2
Hispanic	6	20.0%	1	6	0.0%	0	12	9.1%	1
Am. Native	0	0.0%	0	0	0.0%	0	0	0.0%	0
Unknown	0	0.0%	0	0	0.0%	0	0	0.0%	0
<b>TOTAL</b>	<b>395</b>	<b>-1.0%</b>	<b>-4</b>	<b>152</b>	<b>8.6%</b>	<b>12</b>	<b>547</b>	<b>1.1%</b>	<b>6</b>
<b>Minorities</b>	<b>52</b>	<b>2.0%</b>	<b>1</b>	<b>27</b>	<b>8.0%</b>	<b>2</b>	<b>79</b>	<b>3.9%</b>	<b>3</b>

**Table 8A**  
**Non-Medical Faculty Junior Ranks – Assistant Professor and Instructor**

	MEN			WOMEN			TOTAL		
	05/06	Change from 03/04		05/06	Change from 03/04		05/06	Change from 03/04	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	86	-5.5%	-5	89	7.2%	6	175	0.6%	1
Black	3	-25.0%	-1	10	0.0%	0	13	-7.1%	-1
Asian	17	-26.1%	-6	16	14.3%	2	33	-10.8%	-4
Hispanic	7	75.0%	3	5	150.0%	3	12	100.0%	6
Am. Native	0	0.0%	0	0	-100.0%	-1	0	-100.0%	-1
Unknown	0	0.0%	0	0	-100.0%	-1	0	-100.0%	-1
<b>TOTAL</b>	<b>113</b>	<b>-7.4%</b>	<b>-9</b>	<b>120</b>	<b>8.1%</b>	<b>9</b>	<b>233</b>	<b>0.0%</b>	<b>0</b>
<b>Minorities</b>	<b>27</b>	<b>-12.9%</b>	<b>-4</b>	<b>31</b>	<b>14.8%</b>	<b>4</b>	<b>58</b>	<b>0.0%</b>	<b>0</b>

# RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR

**Table 8B**  
**Medical Faculty Senior Ranks – Professor and Associate Professor**

	MEN			WOMEN			TOTAL		
	05/06	Change from 03/04		05/06	Change from 03/04		05/06	Change from 03/04	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	118	1.7%	2	34	36.0%	9	152	7.8%	11
Black	2	0.0%	0	5	25.0%	1	7	16.7%	1
Asian	9	12.5%	1	7	16.7%	1	16	14.3%	2
Hispanic	2	0.0%	0	1	0.0%	1	3	50.0%	1
Am. Native	0	0.0%	0	0	0.0%	0	0	0.0%	0
Unknown	0	-100.0%	-2	0	0.0%	0	0	-100.0%	-2
<b>TOTAL</b>	<b>131</b>	<b>0.8%</b>	<b>1</b>	<b>47</b>	<b>34.3%</b>	<b>12</b>	<b>178</b>	<b>9.2%</b>	<b>15</b>
<b>Minorities</b>	<b>13</b>	<b>8.3%</b>	<b>1</b>	<b>13</b>	<b>30.0%</b>	<b>3</b>	<b>26</b>	<b>18.2%</b>	<b>4</b>

**Table 8B**  
**Medical Faculty Junior Ranks – Assistant Professor and Instructor**

	MEN			WOMEN			TOTAL		
	05/06	Change from 03/04		05/06	Change from 03/04		05/06	Change from 03/04	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	36	-5.3%	-2	44	-4.3%	-2	80	-4.8%	-4
Black	3	-40.0%	-2	8	14.3%	1	11	-8.3%	-1
Asian	11	37.5%	3	13	0.0%	0	24	14.3%	3
Hispanic	2	0.0%	2	2	0.0%	0	4	100.0%	2
Am. Native	0	0.0%	0	1	0.0%	1	1	0.0%	1
Unknown	1	0.0%	1	0	0.0%	0	1	0.0%	1
<b>TOTAL</b>	<b>53</b>	<b>3.9%</b>	<b>2</b>	<b>68</b>	<b>0.0%</b>	<b>0</b>	<b>121</b>	<b>1.7%</b>	<b>2</b>
<b>Minorities</b>	<b>16</b>	<b>23.1%</b>	<b>3</b>	<b>24</b>	<b>9.1%</b>	<b>2</b>	<b>40</b>	<b>14.3%</b>	<b>5</b>

## RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR

Tables 9, 9A, and 9B give a comprehensive profile of tenure and rank status. Overall, the regular full-time faculty consists of 36% women, 64% men and 19% people of color. The non-medical faculty consists of 35% women, 65% men and 18% people of color. The medical faculty consists of 38% women, 62% men and 22% people of color.

The Medical Faculty Associates component of medical faculty consists of 36% women, 64% men and 28% people of color. (See Table 9C)

**Table 9  
Total Faculty**

	Total		By Tenure Status				By Rank			
			Tenure/Tenure Track		Non-Tenure Track		Senior Ranks		Junior Ranks	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Women	387	36%	220	30%	167	47%	199	27%	188	53%
Men	692	64%	502	70%	190	53%	526	73%	166	47%
White	875	81%	607	84%	268	75%	620	86%	255	72%
Black	49	5%	25	3%	24	7%	25	3%	24	7%
Asian	122	11%	72	10%	50	14%	65	9%	57	16%
Hispanic	31	3%	18	3%	13	4%	15	2%	16	5%
Am. Native	1	0%	0	0%	1	0%	0	0%	1	0%
Unknown	1	0%	0	0%	1	0%	0	0%	1	0%
<b>TOTAL</b>	1079	100%	722	100%	357	100%	725	100%	354	100%
<b>Minorities</b>	203	19%	115	16%	88	25%	105	14%	98	28%

**Table 9A  
Non-Medical Faculty**

	Total		By Tenure Status				By Rank			
			Tenure/Tenure Track		Non-Tenure Track		Senior Ranks		Junior Ranks	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Women	272	35%	188	31%	84	49%	152	28%	120	52%
Men	508	65%	421	69%	87	51%	395	72%	113	48%
White	643	82%	505	83%	138	81%	468	86%	175	75%
Black	31	4%	23	4%	8	5%	18	3%	13	6%
Asian	82	11%	65	11%	17	10%	49	9%	33	14%
Hispanic	24	3%	16	3%	8	5%	12	2%	12	5%
Am. Native	0	0%	0	0%	0	0%	0	0%	0	0%
Unknown	0	0%	0	0%	0	0%	0	0%	0	0%
<b>TOTAL</b>	780	100%	609	100%	171	100%	547	100%	233	100%
<b>Minorities</b>	137	18%	104	17%	33	19%	79	14%	58	25%

# RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR

**Table 9B  
Medical Faculty**

	Total		By Tenure Status				By Rank			
			Tenure/Tenure Track		Non-Tenure Track		Senior Ranks		Junior Ranks	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Women	115	38%	32	28%	83	45%	47	26%	68	56%
Men	184	62%	81	72%	103	55%	131	74%	53	44%
White	232	78%	102	90%	130	70%	152	85%	80	66%
Black	18	6%	2	2%	16	9%	7	4%	11	9%
Asian	40	13%	7	6%	33	18%	16	9%	24	20%
Hispanic	7	2%	2	2%	5	3%	3	2%	4	3%
Am. Native	1	0%	0	0%	1	1%	0	0%	1	1%
Unknown	1	0%	0	0%	1	1%	0	0%	1	1%
<b>TOTAL</b>	299	100%	113	100%	186	100%	178	100%	121	100%
<b>Minorities</b>	66	22%	11	10%	55	30%	26	15%	40	33%

**Table 9C  
Medical Faculty Associates**

	Total		By Tenure Status				By Rank			
			Tenure/Tenure Track		Non-Tenure Track		Senior Ranks		Junior Ranks	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Women	60	36%	5	13%	55	42%	19	22%	41	50%
Men	108	64%	33	87%	75	58%	67	78%	41	50%
White	120	71%	33	87%	87	67%	70	81%	50	61%
Black	10	6%	1	3%	9	7%	4	5%	6	7%
Asian	31	18%	3	8%	28	22%	10	12%	21	26%
Hispanic	5	3%	1	3%	4	3%	2	2%	3	4%
Am. Native	1	1%	0	0%	1	1%	0	0%	1	1%
Unknown	1	1%	0	0%	1	1%	0	0%	1	1%
<b>TOTAL</b>	168	100%	38	100%	130	100%	86	100%	82	100%
<b>Minorities</b>	47	28%	5	13%	42	32%	16	19%	31	38%

## **RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR**

In summary, we are very encouraged by the increase in Hispanic faculty since the last report, the first movement in these numbers in several years. While these tables demonstrate continuing progress in faculty diversity, we cannot relax our efforts.

### **PART-TIME FACULTY**

Appendix I is a profile of the limited service part-time faculty by college/school, gender, and ethnicity. The recruitment and appointment of limited service, part-time faculty is governed by the Faculty Code and Handbook and the guidelines established by individual colleges/schools and departments. Typically, a department chair, in consultation with the appropriate regular active status faculty, will establish the need for limited service hires and will recommend appointment through the appropriate dean to the Executive Vice President for Academic Affairs. The department will also establish and recommend the professional qualifications, departmental duties and rank appropriate for these hires. In keeping with University policies and procedures, part-time faculty may be appointed for an academic year (some of whom are regular, benefited), or for one semester only. As is the case for all GW personnel actions, the appointment, compensation, renewal, promotion, termination, and all other terms and conditions of appointment of limited service faculty is based solely on merit and academic need.

The part-time faculty consists of 64% men and 36% women, a distribution similar to the full-time faculty. If we exclude the faculty whose ethnicity is unknown, 16% of the part-time faculty are people of color, a smaller proportion than the 19% full-time. Looking separately at the non-medical faculty, 42% are women compared to 35% of the full-time faculty, while people of color make up 15% of the non-medical part-time faculty (with known ethnicity) compared to 18% of the full-time. In the Medical Center, the proportions of women faculty and faculty of color are both less in the part-time faculty than in the full-time faculty.

Appendix J shows the composition of GW's part-time faculty compared to the other area universities.

### **FACULTY RECRUITMENT**

The Office of Faculty Recruitment and Personnel Relations (FRPR) continues to monitor the appointment of faculty and librarians for equal employment opportunity purposes, counsels deans, department chairs, and search committees about University equal employment policies, and serves as a resource in support of recruitment activity in academic units. FRPR meets with deans and department chairs to discuss recruitment matters and holds workshops for search committees to review such issues as University policies and recruitment procedures, search committee responsibilities, effective planning, affirmative searches, fair and equitable processes, developing position criteria, developing and placing position announcements, communicating with applicants and candidates, evaluation, interviewing and selection strategies, checking references, and problem areas to avoid.

In terms of special recruitment outreach efforts to attract as many women and people of color as possible, FRPR strongly encourages search committees to:

- Carefully develop and review position criteria ensuring they are as inclusive as possible;
- Develop ethnically sensitive position announcements, containing language about the importance of diversity;



## **RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR**

- Advertise as widely as possible and in media that are likely to attract attention from women and people of color; and to
- Engage in targeted outreach to women and people of color, including but not limited to, using relevant interest groups within professional organizations to seek possible candidates, requesting nominations from institutions with large enrollments of women and people of color, etc.

These and other outreach activities help spread the word that faculty diversity is valued and embraced at GW and improve the likelihood of a diverse applicant pool and short list of candidates for faculty positions.

### **CAMPUS CLIMATE**

The Executive Vice President for Academic Affairs (EVPAA) continues to promote initiatives that support faculty, in general, and for women faculty and faculty of color, in particular. These initiatives also help to create a genuinely inclusive environment.

### **Faculty Development and Support**

Faculty development, support, and retention continue to be the driving force behind a number of programs and activities. These have included additional resources and funding for research, the University-wide new faculty orientation, expansion of the orientation program for department chairs and program directors, and targeted salary increases. The Administration, Faculty Senate, Council of Deans and department chairs have focused attention on such issues as the annual evaluation process, flexible contractual arrangements, and the review and revision of departmental by-laws and procedures. The preparation of annual faculty reports is used increasingly as an opportunity for fostering continuing faculty development.

### **Personnel Relations**

On behalf of the Executive Vice President for Academic Affairs, FRPR continues to assist deans, department chairs and faculty by providing information, advice and policy interpretation. This includes, but is not limited to:

- Helping to ensure that applicable University policies and procedures governing faculty are followed and applied consistently across the University;
- Working with deans and department chairs to address faculty performance issues, complaints, workplace problems/conflicts and assisting them in developing fair and equitable resolutions;
- Confidentially counseling faculty regarding their Code-protected rights and responsibilities and helping them develop appropriate strategies and action plans for dealing with their situations.

Since the last report, FRPR has had numerous consultations with deans or their designees regarding faculty performance issues. FRPR has also confidentially counseled sixteen (16) full-time faculty members on various issues including race, sex and national origin discrimination, workplace conflicts, performance issues and Faculty Code protected rights and responsibilities.



## **RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR**

### **Faculty Salary Equity – University-wide Reviews**

The University continues to monitor faculty salaries to identify and correct inequities. Periodically, the University conducts University-wide reviews by way of the Faculty Salary Equity Committee (FSEC), which is composed of representatives from the Office of Academic Affairs and the Faculty Senate. In September 2005, the FSEC submitted the 2003-04 Faculty Salary Equity Report describing the committee's review and recommendations. As a result of the FSEC's detailed, comprehensive review, eight (8) faculty members (5-CCAS, 1-ESIA, 1-GSEHD, and 1-GWSB) received salary adjustments for unexplained salary disparities.

### **Salary Reviews – Individual Requests**

On behalf of the EVPAA, FRPR conducts salary reviews requested by individual faculty members or their deans. Salaries that warrant an adjustment, pursuant to the University's current salary administration policy, are adjusted accordingly. Since the last report, FRPR has completed five (5) individual salary reviews. In all cases, FRPR found that faculty were equitably compensated vis-à-vis appropriate faculty comparators.

### **Sexual Harassment Recognition and Prevention**

In keeping with the University's commitment to maintain a positive climate for work and study, the revised Sexual Harassment Policy and Procedures (SHPP) became effective on November 1, 2005. The revised SHPP reinforces the University's commitment to investigate and resolve claims of sexual harassment in a fair and sensitive manner.

To help faculty and staff understand what is and what is not sexual harassment, as well as their responsibility for preventing and reporting such behavior, in January 2006 the EVPAA circulated the document *Sexual Harassment: Guidance Regarding Recognition & Prevention* to all academic administrators, full and part-time faculty, and graduate teaching assistants. The document also outlines the numerous University resources available to faculty, staff, and students to obtain more information or to report incidents they believe to be sexual harassment.

### **Task Force on Maternity Leave**

The Task Force on Maternity Leave (TFML), appointed by the EVPAA and the Executive Committee of the Faculty Senate, has resumed work on examining the University's maternity leave policy for faculty. The TFML is charged to make any recommendations for improvement deemed appropriate and consistent with those offered by local, market basket and other institutions with which we compete for faculty. TFML anticipates a report and recommendations by the end of the Spring 2006 semester.

### **University Committee on the Status of Women Faculty and Librarians**

The University Committee on the Status of Women Faculty and Librarians (UCSWFL) was established to identify obstacles to the professional and personal development of women faculty and librarians and to increase their contributions to the University; to develop and recommend strategies to overcome obstacles and improve conditions of campus life for women faculty and librarians; and to collaborate with the Office of Academic Affairs to implement these strategies across the University. Since its inception, the committee has held a number of meetings and seminars focusing on such issues as development strategies for women and faculty of color, mentoring and networking, campus climate, faculty governance, strategies for promotion, tenure and renewal, the research climate at GW, and many others.

## **RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR**

The UCSWFL continues working with women within and across the schools and libraries sharing information and soliciting issues for consideration.

### **Faculty of Color— Issue Discussions and Networking Opportunities**

The Executive Vice President for Academic Affairs continues to provide opportunities for faculty of color to network with colleagues across the campus, as well as provide venues to discuss issues that affect their quality of campus life.

### **SCHOOLS' ACTIVITIES**

Across the University, each School has instituted programs designed to improve the recruitment and retention of faculty in general and women faculty and faculty of color, in particular. A few illustrative examples include: mentoring programs for junior faculty, orientation workshops for all new faculty, summer research support for junior faculty, and workshops for search committees.

### **ADVANCING DIVERSITY: CONTINUING CHALLENGES**

Over the past 15+ years, we have been successful in increasing the presence of women and people of color in the faculty ranks. However, these achievements have not perfectly matched our intentions; this is particularly true of our efforts to recruit and retain Black and Hispanic faculty. As a result, we must do even more. This will require academic administrators and faculty throughout the University to reenergize and strengthen current initiatives and to develop new programs which increase the likelihood of success. Strong and effective academic leadership is crucial to provide direction for these activities. To that end, FRPR is working collaboratively with the Council of Associate Deans and various faculty across the campus to develop activities that increase attention to the importance of faculty diversity and to enhance academic leadership in this area.

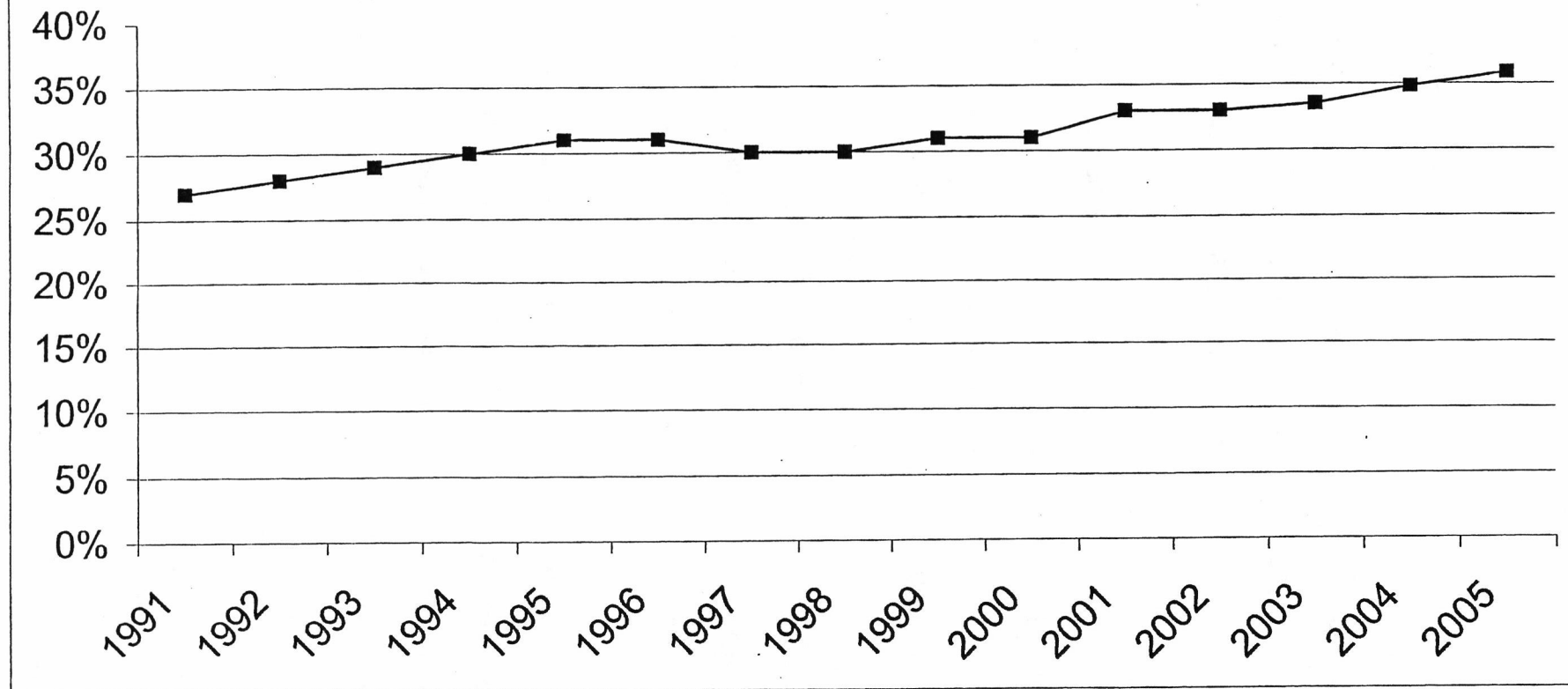
# **RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR**

## **APPENDICES**

- Appendix A1: Percentage of Women Active-Status Faculty**
- Appendix A2: Percentage of Regular Active-Status Faculty of Color**
- Appendix B: New Full-Time Faculty, Academic Years 1997-98 to 2004-05**
- Appendix C: Full-Time Faculty by School and Percent Change Between Academic Years 1988-89 and 2005-06**
- Appendix D: Full-Time Tenured and Tenure-Track Faculty Percent Change Between Academic Years 1988-89 and 2005-06**
- Appendix E: Full-Time Senior Rank Faculty Percent Change Between Academic Years 1988-89 and 2005-06**
- Appendix F: 2005-06 Full-Time Faculty of Color By School**
- Appendix G1: Full-Time Women and Minority Faculty DC Area Institutions Fall 2005**
- Appendix G2: Full-Time Women and Minority Faculty Market Basket Institutions Fall 2005**
- Appendix H1: Full-Time Faculty Terminations**
- Appendix H2: Full-Time Faculty Terminations**
- Appendix I: Part-Time Faculty by School, Gender and Ethnicity Fall 2005**
- Appendix J: Part-Time Women and Minority Faculty DC Area Institutions Fall 2005**

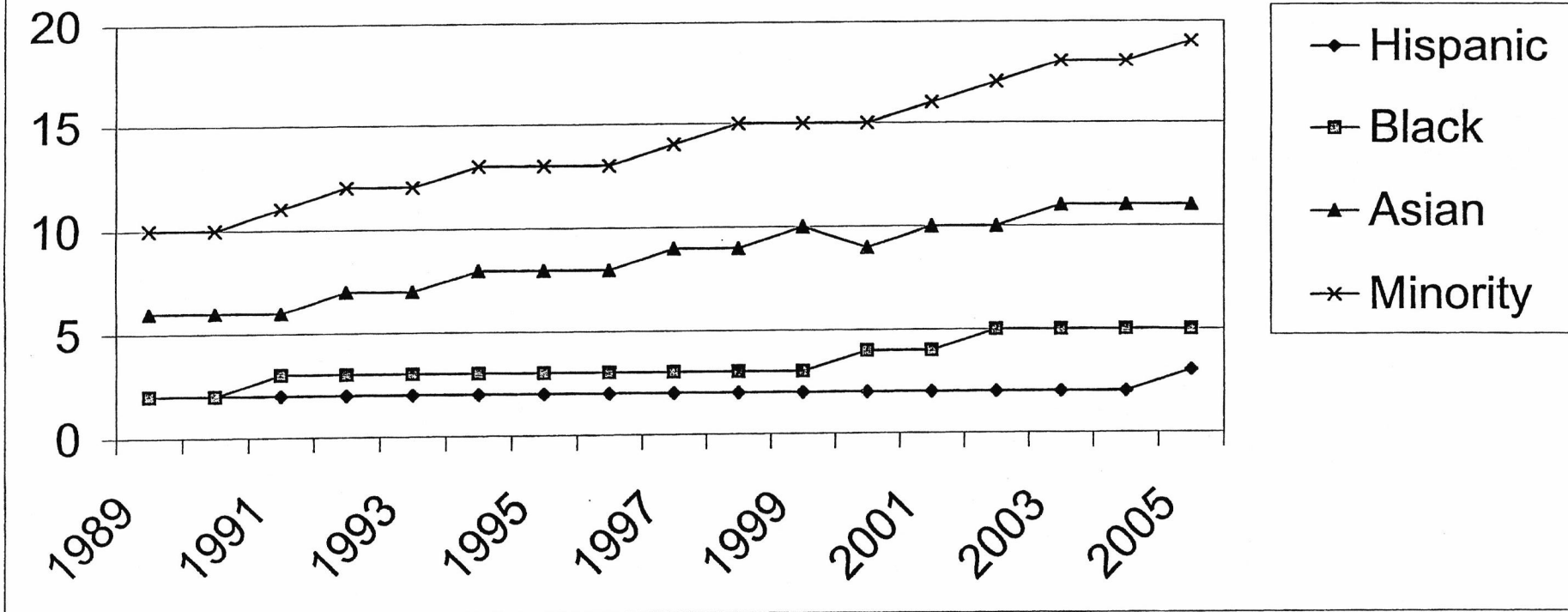
**RECRUITMENT AND RETENTION  
OF WOMEN FACULTY AND FACULTY OF COLOR**

**APPENDIX A1  
Percentage of Women Active-Status Regular Faculty**



RECRUITMENT AND RETENTION  
OF WOMEN FACULTY AND FACULTY OF COLOR

APPENDIX A2  
Percentage of Regular Active-Status  
Faculty of Color



**RECRUITMENT AND RETENTION  
OF WOMEN FACULTY AND FACULTY OF COLOR**

**APPENDIX B  
New Full-Time Faculty  
Academic Years 1997-98 to 2005-06**

	1997-98		1998-99		1999-00		2000-01		2001-02		2002-03		2003-04		2005-06	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
<b>Total</b>	58	100%	55	100%	67	100%	78	100%	81	75%	72	100%	56	100%	78	100%
<b>Women</b>	23	40%	20	36%	31	46%	25	32%	50	46%	25	35%	23	41%	33	42%
<b>Men</b>	35	60%	35	64%	36	54%	53	68%	31	29%	47	65%	33	59%	45	58%
<b>White</b>	45	78%	43	78%	56	84%	60	77%	54	50%	53	74%	39	70%	60	77%
<b>Black</b>	2	3%	4	7%	2	3%	4	5%	10	9%	4	6%	6	11%	4	5%
<b>Asian</b>	8	14%	6	11%	8	12%	7	9%	12	11%	10	14%	8	14%	9	12%
<b>Hispanic</b>	3	5%	2	4%	1	1%	2	3%	3	3%	3	4%	2	4%	4	5%
<b>Am. Native</b>	0	0%	0	0%	0	0%	0	0%	0	0%	2	3%	0	0%	1	1%
<b>Unknown</b>	0	0%	0	0%	0	0%	5	6%	2	2%	0	0%	1	2%	0	0%
<b>Minority Total</b>	13	22%	12	22%	11	16%	13	17%	25	23%	19	26%	16	29%	18	23%



**RECRUITMENT AND RETENTION  
OF WOMEN FACULTY AND FACULTY OF COLOR**

**APPENDIX C**

**Full-time Faculty by School and Percent Change Between Academic Years 1988/89 and  
2005/06**

SCHOOL	TOTAL		MEN			WOMEN			MINORITY		
	05/06		05/06	Change from 88/89		05/06	Change from 88/89		05/06	Change from 88/89	
	Number		Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
CCAS	400		239	7.7%	17	161	96.3%	79	66	230.0%	46
SB	118		89	18.7%	14	29	93.3%	14	25	400.0%	20
ESIA	39		30	76.5%	13	9	800.0%	8	5	150.0%	3
SEAS	78		65	-5.8%	-4	13	116.7%	7	18	80.0%	8
GSEHD	67		29	31.8%	7	38	65.2%	15	12	300.0%	9
LAW	69		48	33.3%	12	21	75.0%	9	11	450.0%	9
SMHS	253		153	-28.2%	-60	100	56.3%	36	58	75.8%	25
SPHHS	46		31	N/A	N/A	15	N/A	N/A	7	N/A	N/A
UNIV	8		8	100.0%	4	0	0.0%	0	0	0.0%	0
<b>TOTAL</b>	<b>1078</b>		<b>692</b>	<b>0.4%</b>	<b>3</b>	<b>386</b>	<b>77.1%</b>	<b>168</b>	<b>202</b>	<b>146.3%</b>	<b>120</b>

**RECRUITMENT AND RETENTION  
OF WOMEN FACULTY AND FACULTY OF COLOR**

**APPENDIX D**  
**Full-Time Tenured and Tenure-Track Faculty**  
**Percent Change Between Academic Years 1988/89 and 2005/06**

	Men			Women			Total		
	05/06	Change from 88/89	Number	05/06	Change from 88/89	Number	05/06	Change from 88/89	Number
	Number	Percent		Number	Percent		Number	Percent	
White	436	-17.4%	-92	171	42.5%	51	607	-6.3%	-41
Black	10	42.9%	3	15	275.0%	11	25	127.3%	14
Asian	47	80.8%	21	25	177.8%	16	72	105.7%	37
Hispanic	9	0.0%	0	9	350.0%	7	18	63.6%	7
Am. Native	0	N/A	0	0	N/A	0	0	N/A	0
Unknown	0	N/A	0	0	N/A	0	0	N/A	0
<b>TOTAL</b>	<b>502</b>	<b>-11.9%</b>	<b>-68</b>	<b>220</b>	<b>63.0%</b>	<b>85</b>	<b>722</b>	<b>2.4%</b>	<b>17</b>
<b>Minorities</b>	<b>66</b>	<b>57.1%</b>	<b>24</b>	<b>49</b>	<b>226.7%</b>	<b>34</b>	<b>115</b>	<b>101.8%</b>	<b>58</b>

**RECRUITMENT AND RETENTION  
OF WOMEN FACULTY AND FACULTY OF COLOR**

**APPENDIX E  
Full-Time Senior Rank Faculty\*  
Percent Change Between Academic Years  
1988/89 and 2005/06**

	<b>Men</b>			<b>Women</b>			<b>Total</b>		
	05/06	Change from 88/89		05/06	Change from 88/89		05/06	Change from 88/89	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	461	-8.2%	-41	159	67.4%	64	620	3.9%	23
Black	11	83.3%	5	14	600.0%	12	25	212.5%	17
Asian	46	130.0%	26	19	137.5%	11	65	132.1%	37
Hispanic	8	0.0%	0	7	250.0%	5	15	50.0%	5
Am. Native	0	N/A	0	0	N/A	0	0	N/A	0
Unknown	0	N/A	0	0	N/A	0	0	N/A	0
<b>TOTAL</b>	<b>526</b>	<b>-1.9%</b>	<b>-10</b>	<b>199</b>	<b>86.0%</b>	<b>92</b>	<b>725</b>	<b>12.8%</b>	<b>82</b>
<b>Minorities</b>	<b>65</b>	<b>91.2%</b>	<b>31</b>	<b>40</b>	<b>233.3%</b>	<b>28</b>	<b>105</b>	<b>128.3%</b>	<b>59</b>

\* Professors and Associate Professors

**RECRUITMENT AND RETENTION  
OF WOMEN FACULTY AND FACULTY OF COLOR**

**APPENDIX F**

**2005/06 Full-time Faculty of Color  
By School**

**Tenured and Tenure-Track Positions Combined**

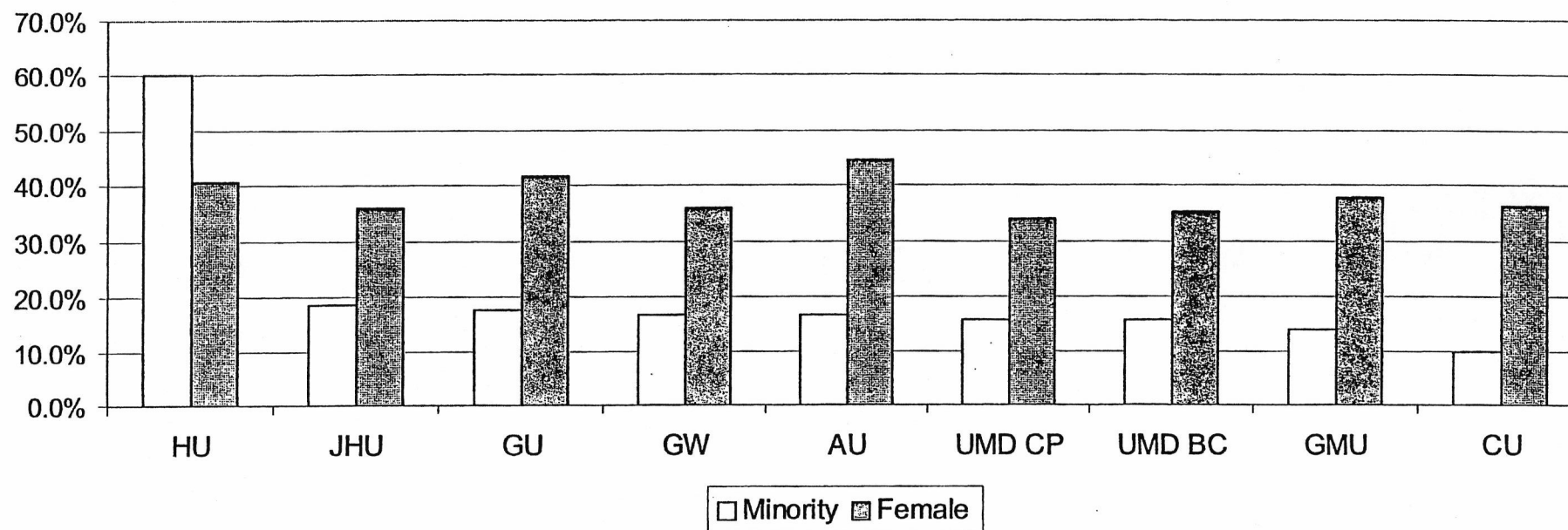
SCHOOL	Minority	Black	Asian	Hispanic	Am. Native
CCAS	48	11	29	8	0
SB	19	3	14	2	0
ESIA	5	0	4	1	0
SEAS	18	1	15	2	0
GSEHD	6	2	2	2	0
LAW	9	6	2	1	0
SMHS	10	2	6	2	0
SPHHS	1	0	1	0	0
UNIV	0	0	0	0	0
TOTAL	116	25	73	18	0

**Non - Tenure - Track**

SCHOOL	Minority	Black	Asian	Hispanic	Am. Native
CCAS	18	6	8	4	0
SB	7	1	5	0	1
ESIA	0	0	0	0	0
SEAS	18	1	15	2	0
GSEHD	7	1	4	2	0
LAW	2	1	0	1	0
SMHS	49	15	29	4	1
SPHHS	6	1	4	1	0
UNIV	0	0	0	0	0
TOTAL	107	26	65	14	2

**RECRUITMENT AND RETENTION  
OF WOMEN FACULTY AND FACULTY OF COLOR**

**Appendix G1  
Full-time Women and Minority Faculty  
DC Area Institutions - Fall 2005 HR IPEDS**



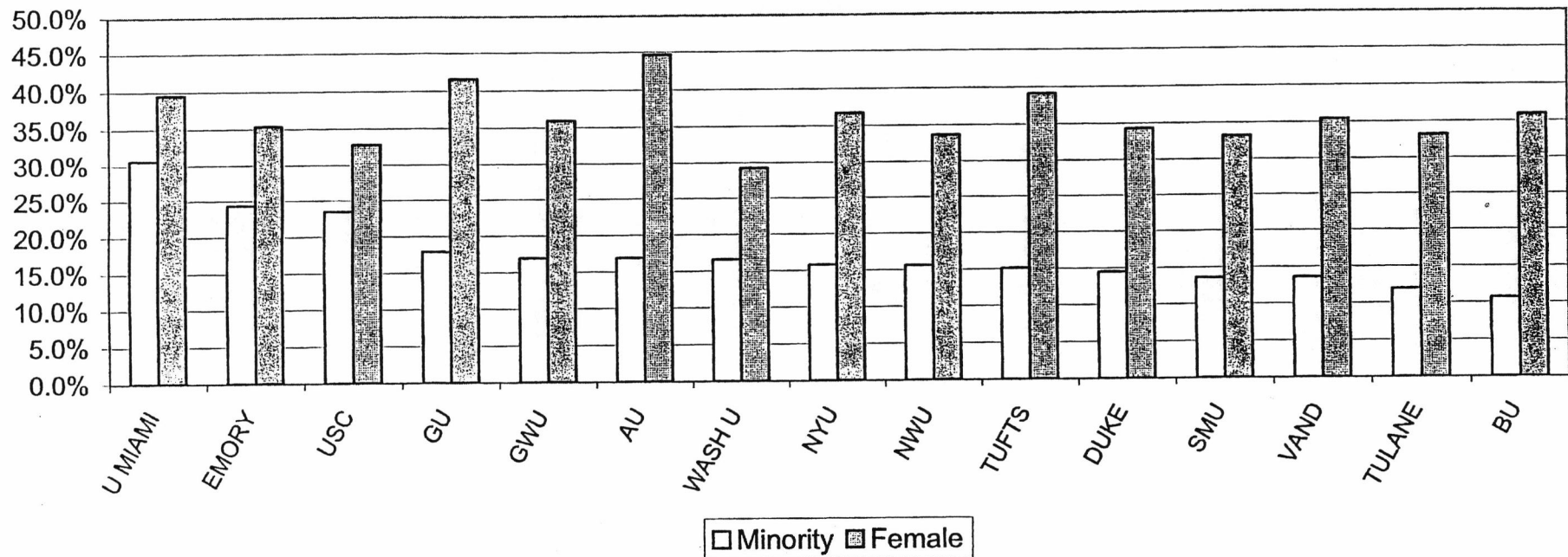
**Source: National Center for Education Statistics - Integrated Postsecondary Education Data System**

**Data include all full-time faculty (regular, research, and visiting)**

**Ordered by percent minority**

RECRUITMENT AND RETENTION  
OF WOMEN FACULTY AND FACULTY OF COLOR

Appendix G2  
Full-Time Women and Minority Faculty  
Market Basket Institutions - Fall 2005 HR IPEDS



Source: National Center for Education Statistics - Integrated Postsecondary Education Data System

Data include all full-time faculty

Ordered by percent minority



**RECRUITMENT AND RETENTION  
OF WOMEN FACULTY AND FACULTY OF COLOR**

**APPENDIX H1  
Regular Full Time Faculty Terminations**

**Terminations November 2003 through October 2005**

	Female				Female Total	Male						Male Total	Grand Total
	Asian	Black	Hispanic	White		Asian	Black	Hispanic	Indian	Unknown	White		
Accepted another position	2	1		2	5	1					8	9	14
End of contract				7	7		1				7	8	15
Denied tenure						2					2	4	4
Non-reappointment						1	2				2	5	5
Resigned		1		20	21	6					20	26	47
Retired		1		1	2	1					22	23	25
Deceased											2	2	2
Job abandonment				1	1								1
To affiliated status											1	1	1
Grand Total	2	3		31	36	11	3				64	78	114

**RECRUITMENT AND RETENTION  
OF WOMEN FACULTY AND FACULTY OF COLOR**

**APPENDIX H2  
Regular Full Time Faculty Terminations**

**Terminations November 2003 through October 2005, Excludes Medical Faculty**

	Female				Female Total	Male						Male Total	Grand Total
	Asian	Black	Hispanic	White		Asian	Black	Hispanic	Indian	Unknown	White		
Accepted another position	2	1		2	5	1					8	9	14
End of contract				5	5		1				7	8	13
Denied tenure						2					2	4	4
Non-reappointment						1	2				2	5	5
Resigned		1		15	16	5					15	20	36
Retired		1		1	2	1					17	18	20
Deceased											1	1	1
Job abandonment				1	1								1
To affiliated status												0	0
Grand Total	2	3		24	29	10	3				52	65	94

**RECRUITMENT AND RETENTION  
OF WOMEN FACULTY AND FACULTY OF COLOR**

**APPENDIX I**

**PT Faculty by School, Gender and Ethnicity  
Fall 2005**

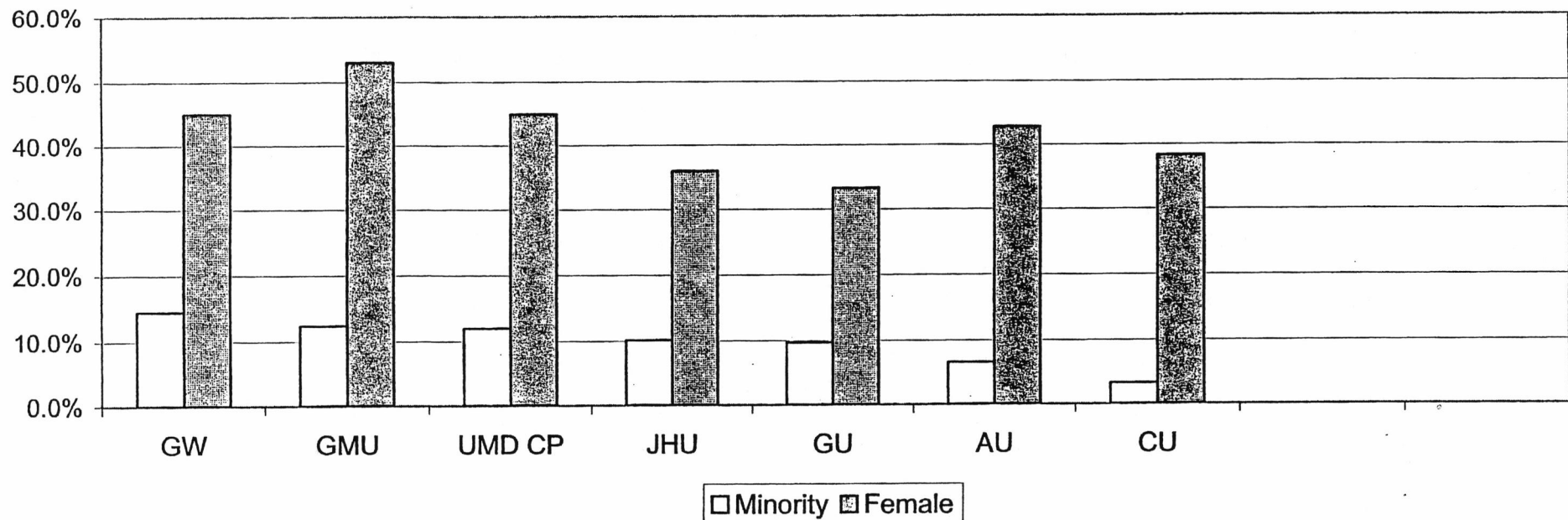
	Total Faculty	Male		Female		Minority		Black		Asian		Hispanic		Native American	
		No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.
CCAS	563	291	51.7%	272	48.3%	91	16.2%	19	3.4%	44	7.8%	25	4.4%	3	0.5%
SB	82	59	72.0%	23	28.0%	12	14.6%	3	3.7%	8	9.8%	1	1.2%	0	0.0%
ESIA	48	41	85.4%	7	14.6%	5	10.4%	1	2.1%	2	4.2%	2	4.2%	0	0.0%
SEAS	75	66	88.0%	9	12.0%	8	10.7%	0	0.0%	5	6.7%	2	2.7%	1	1.3%
GSEHD	100	23	23.0%	77	77.0%	17	17.0%	14	14.0%	1	1.0%	2	2.0%	0	0.0%
CPS	17	9	52.9%	8	47.1%	1	5.9%	1	5.9%	0	0.0%	0	0.0%	0	0.0%
LAW	163	114	69.9%	49	30.1%	13	8.0%	6	3.7%	4	2.5%	3	1.8%	0	0.0%
UNIV	12	8	66.7%	4	33.3%	2	16.7%	0	0.0%	1	8.3%	1	8.3%	0	0.0%
<b>Total University*</b>	<b>1060</b>	<b>611</b>	<b>57.6%</b>	<b>449</b>	<b>42.4%</b>	<b>149</b>	<b>14.1%</b>	<b>44</b>	<b>4.2%</b>	<b>65</b>	<b>6.1%</b>	<b>36</b>	<b>3.4%</b>	<b>4</b>	<b>0.4%</b>
SMHS*	1642	1133	69.0%	509	31.0%	235	14.3%	81	4.9%	110	6.7%	44	2.7%	0	0.0%
SPHHS*	234	125	53.4%	109	46.6%	40	17.1%	17	7.3%	14	6.0%	9	3.8%	0	0.0%
<b>Total Medical**</b>	<b>1876</b>	<b>1258</b>	<b>67.1%</b>	<b>618</b>	<b>32.9%</b>	<b>275</b>	<b>14.7%</b>	<b>98</b>	<b>5.2%</b>	<b>124</b>	<b>6.6%</b>	<b>53</b>	<b>2.8%</b>	<b>0</b>	<b>0.0%</b>
<b>Total</b>	<b>2936</b>	<b>1869</b>	<b>63.7%</b>	<b>1067</b>	<b>36.3%</b>	<b>424</b>	<b>14.4%</b>	<b>142</b>	<b>4.8%</b>	<b>189</b>	<b>6.4%</b>	<b>89</b>	<b>3.0%</b>	<b>4</b>	<b>0.1%</b>

\*Total University Part-time Faculty count includes 56 faculty members whose ethnicities are unknown and 34 International faculty members.

\*\*Total Medical Part-time Faculty count includes 166 faculty members whose ethnicities are unknown.

RECRUITMENT AND RETENTION  
OF WOMEN FACULTY AND FACULTY OF COLOR

Appendix J  
Part-Time Women and Minority Faculty  
DC Area Institutions - Fall 2005 HR IPEDS



Source: National Center for Education Statistics - Integrated Postsecondary Education Data System

Data include all part-time faculty

Ordered by percent minority

## **REPORT OF THE EXECUTIVE COMMITTEE**

Lilien F. Robinson, Chair

March 10, 2006

### **ACTIONS OF THE EXECUTIVE COMMITTEE**

#### ***Appointment to the GW Budget Group for FY 07 Budget Development***

As you know, Vice President Lehman has appointed a special budget group of, Vice Presidents, Deans, and faculty. They will be addressing possible solutions for closing the budget gap. The faculty members appointed by Vice President Lehman are Professors Edward Cherian, Joseph Cordes, William Griffith, and Roger Lang.

The Executive Committee was asked to appoint one member of the faculty to the group. Accordingly, Professor Donald Parsons was appointed in response to that request.

Please note that the Executive Committee has communicated its concerns regarding the potential impact of budget cuts on academic programs to the faculty members on the this special budget group. The Executive Committee anticipates having periodic updates on the work of the group from our colleagues.

#### ***4x4 Curriculum Committee***

Because the consideration of a possible change to a 4x4 curriculum is of considerable importance to all members of the faculty, the Executive Committee has been following the progress of the work and deliberations of the joint task force through discussions with the Faculty Senate's representatives on the task force. Pursuant to the Senate's Resolution and discussions in Senate meetings, the report will be transmitted to the Committee on Educational Policy as soon as it is received by the Executive Committee.

#### ***Dispute Resolution Committee Appointment***

Pursuant to the Faculty Code, the Executive Committee has appointed Professor Robert W. Tuttle of the Law School as an alternate temporary member of the Dispute Resolution Committee.

### **PERSONNEL MATTERS**

As reported, the two grievance cases in the Business School are at the hearing stage. Mediation of the case in Columbian College was unsuccessful.



## **OTHER MATTERS**

### ***Senate Committee Service***

I am pleased to report that we have had a strong response to the call for membership on Faculty Senate Committees. The Executive Committee extends thanks to you for encouraging your colleagues to participate and hopes that you will continue to do so.

### ***Executive Committee Meeting***

The next meeting of the Executive Committee is scheduled for March 24. Resolutions, reports, and other matters for the April 14 Senate meeting should be submitted prior to that time. Please note that the annual photograph of the Senate will be taken at the April meeting.



**THE GEORGE WASHINGTON UNIVERSITY**  
Washington, D.C.

The Faculty Senate

February 28, 2006

The Faculty Senate will meet on Friday, March 10, 2006, at 2:10 p.m., in the Alumni House,  
1925 F Street, NW, First Floor

**AGENDA**

1. Call to order
2. Approval of the minutes of the regular meeting of February 10, 2006, as distributed
3. IN MEMORIAM:  
  
Dr. Howard C. Pierpont, Associate Professor Emeritus of Surgery
4. A RESOLUTION ON ESTABLISHING CRITERIA FOR APPOINTMENTS, REAPPOINTMENTS, AND PROMOTION OF REGULAR, ACTIVE-STATUS FACULTY SERVING IN NON-TENURE-ACCRUING APPOINTMENTS (05/6); Committee on Appointment, Salary, and Promotion Policies; Committee on Professional Ethics and Academic Freedom (Resolution and Legislative History attached)
5. Introduction of Resolutions
6. Biennial Report on Women Faculty and Faculty of Color: Executive Vice President for Academic Affairs Donald R. Lehman
7. Status Report on Administration Plans regarding ways of meeting the FY 06-07 Budget Shortfall: Executive Vice President for Academic Affairs Donald R. Lehman; Executive Vice President and Treasurer Louis H. Katz
8. General Business:
  - (a) Nominees for election to the Nominating Committee for the Executive Committee for the 2006-07 Session (nominees to be announced)
  - (b) Report of the Executive Committee: Lilien F. Robinson, Chair
9. Brief Statements (and Questions)
10. Adjournment

*Elizabeth A. Amundson*  
Elizabeth A. Amundson  
Secretary

A RESOLUTION ON ESTABLISHING CRITERIA FOR APPOINTMENTS,  
REAPPOINTMENTS, AND PROMOTION OF REGULAR, ACTIVE-STATUS FACULTY  
SERVING IN NON-TENURE-ACCRUING APPOINTMENTS (05/6)

- Whereas, Article IV of the Faculty Code and Part B of the Procedures for the Implementation of the Faculty Code confer upon the faculty of each school the responsibility to establish and publish criteria on which regular, active-status faculty appointments, reappointments and promotions will be based, and require the faculty of each department to establish and publish any additional criteria; and
- Whereas, Part B.2 of the Procedures for the Implementation of the Faculty Code requires that recommendations for faculty appointments, reappointments and promotions shall be made by the faculty members of the appropriate rank in each department or nondepartmentalized school, acting either as a committee of the whole or through a duly elected standing committee; and
- Whereas, Article IV.B.1 of the Faculty Code stipulates that “promotion shall be dependent upon professional competence as evidenced by teaching ability, productive scholarship, participation and leadership in professional societies, service to the University, and public service”; and
- Whereas, the Faculty Code offers no guidance as to whether regular, active-status faculty holding non-tenure-accruing appointments must be judged by criteria identical to those applied to faculty holding tenure-accruing appointments of the same rank within the same department or within a nondepartmentalized school in connection with decisions regarding appointment, reappointment, or promotion; and
- Whereas: it is in the best interests of all regular, active-status faculty to have explicitly-stated criteria governing appointments, reappointments and promotion; and
- Whereas, in the absence of such guidance in the Faculty Code, several schools of the University have proposed the creation of new position titles to provide for school-specific teaching and program development needs; and
- Whereas, it is in the best interests of the University that a universal set of faculty titles and ranks, as specified in Article I.B of the Faculty Code, be applicable across all academic units of the University; and
- Whereas, it is in the best interests of the University, as an integral part of the academy, to expect that all regular, active-status faculty will generate productive scholarship and disseminate existing knowledge through their teaching; and
- Whereas, teaching loads and service assignments for all regular, active-status faculty, including faculty holding non-tenure-accruing appointments, should be structured so that during the term of each appointment, consistent with the University’s needs, each regular, active-status faculty member has a reasonable opportunity to generate evidence of teaching ability and productive scholarship; and
- Whereas, it is not appropriate to appoint faculty members to regular, active-status positions with the accompanying faculty governance rights unless they are expected to be actively engaged in all of the key areas of teaching, productive research, and service to the University, professional societies and the public; and
- Whereas, a number of universities have appointed “professors of practice” to meet teaching and specialized programmatic needs, and at least one school in the University has appointed a small number of “professors of practice” for similar purposes; and

Whereas, the title of "professor of practice" (at assistant, associate and full professor levels) should be authorized under the Faculty Code for full-time faculty members who are hired to meet special teaching or program administration or development needs within a department or school but who are not expected to be actively engaged in the generation of productive scholarship, and such faculty members should be recognized as "special service" faculty without faculty governance rights similar to the status of research faculty under Article I.B.4. of the Faculty Code; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- (1) That the Faculty Code be amended by adding the following new subsection at the end of Article I.B.:

*Art's recom*

5. **Special Service:** Special service faculty may be appointed, upon recommendation of the appropriate faculty and officers of the administration, as professor of practice, associate professor of practice, and assistant professor of practice, or with such other special service faculty designation as may be approved by the Vice President for Academic Affairs, in order to fulfill special teaching or program administration or development needs. Such appointments do not provide tenure, and special service faculty are not expected to generate productive scholarship.

- (2) That the Faculty Code be further amended by adding the following new section after Article IV.A.5:

**6. Criteria and Procedures for Appointments, Reappointments, and Promotion of Regular, Active-Status Faculty Serving in Non-Tenure-Accruing Appointments**

Each school and each department (except in the case of nondepartmentalized schools) shall take the following actions with regard to appointments, reappointments, and promotion of regular, active-status faculty serving in non-tenure-accruing appointments:

a) In accordance with this Article IV and Part B of the Procedures for the Implementation of the Faculty Code, the faculty of each of the foregoing units shall approve and publish the criteria to be applied in making decisions regarding appointments, reappointments, and promotion of regular, active-status faculty serving in non-tenure-accruing appointments. These criteria shall be based on the purpose(s) of the non-tenure-accruing appointments. Each letter of appointment for a regular, active-status faculty member serving in a non-tenure-accruing appointment shall include appropriate references to the criteria and purpose(s) applicable to such appointment.

b) Decisions regarding appointments, reappointments, and promotion of regular, active-status faculty for non-tenure-accruing positions at a rank lower than the rank of professor may be based on published criteria that assign different weights to the factors of teaching ability, productive scholarship, and service to the University, professional societies and the public than the published criteria that would be applied to faculty members serving in tenure-accruing appointments in the applicable department or nondepartmentalized school; provided, however, that

- 1) none of the foregoing factors shall be assigned a weight of zero, and each regular, active-status faculty member serving in a non-tenure-accruing position shall be expected to generate evidence of teaching ability and productive scholarship; and

*\* as teaching Prof, Prog Admin or such other special service ~~staff~~ designation*

*Recommend to  
remove ESIB &  
also part of  
Proct threat*

2) the weights to be applied to the foregoing factors shall be based on the purpose(s) of the particular non-tenure-accruing appointments, and such weights shall be explicitly stated in the applicable letters of appointment or reappointment; and

c) Decisions regarding appointments, reappointments, and promotion of regular, active-status faculty for non-tenure-accruing positions at the rank of professor shall be based on published criteria that are substantially comparable (though not necessarily identical) to the published criteria that would be applied to faculty members serving in tenure-accruing appointments in the applicable department or nondepartmentalized school.

d) Teaching loads and service assignments for all regular, active-status faculty in a department or nondepartmentalized school should be structured so that during the term of each appointment, consistent with the University's needs, each regular, active-status faculty member in that department or school has a reasonable opportunity to generate evidence of teaching ability and productive scholarship.

Committee on Appointment, Salary, and Promotion Policies  
February 24, 2006

Committee on Professional Ethics and Academic Freedom  
February 24, 2006

**Legislative History to Accompany**  
**A RESOLUTION ON ESTABLISHING CRITERIA FOR APPOINTMENTS,**  
**REAPPOINTMENTS, AND PROMOTION OF REGULAR, ACTIVE-STATUS FACULTY**  
**SERVING IN NON-TENURE-ACCRUING APPOINTMENTS (05/6)**

The Joint Subcommittee on Appointments, Reappointments and Promotion of Contract Faculty ("Joint Subcommittee") was commissioned by the Faculty Senate Executive Committee in accordance with the three following memoranda:

1. On February 4, 2004, Professor Lilien Robinson (Chair of the Faculty Senate Executive Committee) wrote to Professor Charles Garris (Chair of the Faculty Senate Committee on Appointment, Salary, and Promotion Policy, "ASPP") to request the ASPP Committee's consideration of, and recommendations for (among other issues), "formulation of policies on reappointment and promotion of contract faculty in programs without departmental affiliation."
2. On March 3, 2004, Professor Robinson wrote to Professor Garris as well as to Professor Ernest Englander (Chair of the Senate Committee on Professional Ethics and Academic Freedom, "PEAF") noting that "upon further discussion, our colleagues have come to the conclusion that it would be very helpful to have both the PEA and ASPP Committees address this matter. Accordingly, the Executive Committee recommends that you appoint a joint subcommittee to take on this project."
3. On July 16, 2004, newly-elected Chair of the Faculty Senate Executive Committee Professor Arthur Wilmarth, Jr., wrote to Professor Englander and Professor Sylvia Marotta (newly appointed Chair of the Senate Committee on Appointment, Salary, and Promotion Policy), with the request that the ASPP and PEA Committees "form a joint subcommittee to consider issues related to the appointment, promotion, reappointment, and general status of full-time contract faculty members. One particular issue is how status decisions should be made with respect to contract faculty who are not supervised by department chairs...It would be ideal if the subcommittee could include a mix of tenured and contract faculty..."

It was agreed by the Chairs of the ASPP and PEA Committees that the Joint Subcommittee need not be composed exclusively of ASPP and PEA members, but that there needed to be at least one member from each of the two Committees on the Joint Subcommittee. Professors Englander and Marotta canvassed the University Faculty to identify Faculty members who were interested in serving on the Joint Subcommittee. These included: Professors Englander and Marotta (co-chairs), and Professors Carayannis (GWSB), Chalofsky (GSEHD), Cherian (GWSB), Lornell (CCAS), Hilliard (GWSB), Mueller (GSEHD), Williams (GWSB) and Zink (University Writing Program). In consultation with EVPAA Lehman, two administrative Committee members were appointed: Dr. Jean Folkerts (representing the EVPAA) and Mr. Richard Weitzner, Associate General Counsel.

On October 11, 2004, Executive Committee Chair Wilmarth wrote Professors Englander and Marotta: "The Executive Committee has been advised of concerns that some contract faculty members are being hired with the expectation of carrying out primarily teaching and/or administrative duties while holding the same title (e.g., professor, associate professor, or assistant professor) as tenure-line faculty members or contract faculty members who are expected to fulfill a significant research component as part of their overall responsibilities. This practice has raised difficulties when contract faculty members who are appointed with such expectations are later considered for reappointment or promotion by faculty committees. Could you please ask your subcommittee to consider whether a separate designation should be used for full-time contract faculty members who are expected to devote most of their efforts to teaching and/or administrative tasks? We understand that [one school of the University] designates contract faculty members as "professors of practice" if they are hired "primarily for their ability to contribute to the teaching

programs of the School". Should a title similar to "professor of practice" (including instructor, assistant and associate ranks) be added to Article I.B.1 of the Faculty Code to designate a regular, active-status contract faculty member who is expected to devote most of his or her efforts to teaching and/or administrative tasks?"

The Joint Subcommittee met throughout the Fall 2004 and Spring 2005 semesters and produced a draft resolution and an accompanying statement of legislative history. The Joint Subcommittee was reconstituted in October 2005, and its members included: Professors Murli Gupta (CCAS, and ASPP chair) and Wilmarth (PEAF chair), as co-chairs, and Professors Artz (GWSB), Chalofsky, Gamber (Univ. Writing Program), Hamner (SEAS), Mueller, and Wirtz (GWSB). On November 30, 2005, the Joint Subcommittee agreed on a proposed resolution and statement of legislative history, which built upon the excellent work done by the Joint Subcommittee during 2004-05. In December 2005, the ASPP and PEAFF Committees met separately to discuss the Joint Subcommittee's proposal. As a result of those discussions, the ASPP and PEAFF Committees held a joint meeting on January 24, 2006, to develop a consensus on these matters. As a result of these and subsequent deliberations, the ASPP and PEAFF Committees reached the following conclusions:

1. Regular, active-status faculty holding non-tenure-accruing ("NTA") appointments constitute more than one-fifth of the University's full-time faculty and are needed by the University to meet a variety of programmatic needs. In 2005, the University's 730 regular, active-status faculty members included 165 faculty members serving in NTA positions. Because of concerns about financial flexibility and the great dependence of the University on enrollment-related revenues, Executive Vice President for Academic Affairs Donald R. Lehman advised the participants that neither the Administration nor the Board of Trustees would accept a resolution requiring that all regular, active-status faculty must be appointed to tenure-accruing positions. Professor Walter Kahn (SEAS) noted that Article I.B.1. of the Faculty Code recognizes the legitimacy of regular, active-status faculty holding NTA appointments by providing that up to 25 percent of the regular, active-status faculty of any school, and up to 50 percent of the regular, active-status faculty of any department, may consist of NTA faculty. The Law School, School of Medicine and Health Sciences, and the College of Professional Studies are exempted from these Code requirements. Professor Art Wilmarth expressed his concern that the Graduate School of Education and Human Development and the School of Public Health and Health Services are not even close to complying with these Code requirements and both Schools have made little or no progress toward increasing their percentages of tenure-accruing faculty during the past several years. Other participants agreed with this concern and felt that the Faculty Senate should address these departures from the Faculty Code.
2. The Joint Subcommittee and the two Committees actively deliberated on whether separate titles should be designated for regular, active-status faculty members who are expected to devote most of their efforts to teaching and/or administrative tasks. After extensive discussion and review of the individual schools' needs, as well as a thorough review of the current provisions in the Faculty Code (notably Article IV, "Appointment, Reappointment, Promotion, and Tenure"), the Joint Subcommittee and the two Committees concluded that it would be far more advisable to draw on the *current* language of Article I.B.1. of the Faculty Code, which is sufficiently broad to allow the multiplicity of school-based needs to be met through *existing* titles, than to augment the Faculty Code with what would be a proliferation of new titles for regular, active-status faculty to accommodate the multiple, non-overlapping current needs (as well as unforeseen future needs) of the individual academic units.



3. The Joint Subcommittee and the two Committees were sensitive in their deliberations to the consequence of the foregoing conclusion -- namely, that identical titles (e.g., Assistant Professor) might carry different predominant responsibilities among regular, active-status faculty members across and within academic units. It was agreed that this flexibility is generally a strength (permitting dynamic response to the University's evolving needs on an academic unit basis) with respect to NTA positions below the rank of full professor. At the rank of full professor, however, it was agreed that there should be a closer similarity between tenure-accruing and NTA faculty. Accordingly, it was determined that the criteria for appointments, reappointments and promotion to the rank of full professor for NTA faculty should be "substantially comparable (though not necessarily identical) to the criteria that would be applied to faculty members serving in tenure-accruing appointments in the applicable department or nondepartmentalized school."
4. The Joint Subcommittee recognized that, in promoting the flexibility of responsibilities for regular, active-status faculty holding NTA positions, as recognized in the accompanying Resolution, it is essential that academic units identify and articulate, in advance, the responsibilities of every regular, active-status faculty member serving in an NTA position, as is already done for tenure-accruing faculty (through the Bylaws of the individual academic units). Accordingly, the faculty of each academic unit must establish and publish the criteria for appointments, reappointments, and promotion of regular, active-status faculty holding NTA positions in accordance with Article IV of the Faculty Code and Part B.2. of the Procedures for the Implementation of the Faculty Code.
5. As reflected in the accompanying Resolution, every regular, active-status faculty member should contribute to the fulfillment of all areas of faculty responsibility within his or her respective department or nondepartmentalized school, including the areas of teaching and productive scholarship. Accordingly, the Resolution provides that, in making decisions regarding appointments, reappointments and promotion of regular, active-status faculty members in NTA positions, none of the areas of faculty responsibility should be assigned a weight of zero and each such faculty member should be expected to generate evidence of teaching ability and productive scholarship. In addition, the Resolution provides that teaching loads and service assignments should be structured so that during the term of each appointment, consistent with the University's needs, each regular, active-status faculty member has a reasonable opportunity to satisfy the foregoing expectations for teaching and scholarship.
6. The ASPP and PEAFF Committees agreed that a faculty position should not be classified as a regular, active-status position unless it includes an expectation of generating productive scholarship. In this regard, the two Committees concurred that faculty members should not receive faculty governance rights as regular, active-status faculty under the Faculty Code unless they are actively engaged in all of the key areas of teaching, scholarship and service. This conclusion is consistent with (i) Article I.B.4. of the Faculty Code, which does not grant "regular" status or the accompanying faculty governance rights to research faculty, because research faculty are not expected to engage in teaching, and (ii) Article IV.B.1. of the Faculty Code, which provides that promotion of regular, active-status faculty members "shall be dependent on professional competence as evidenced by teaching ability, productive scholarship, participation and leadership in professional societies, service to the University, and public service."
7. The ASPP and PEAFF Committees agreed that a new title of "professor of practice" (at assistant, associate and full professor levels) should be authorized in the Faculty Code for full-time faculty members who are hired to fulfill special teaching or program administration or development needs in a department or school but who are not expected to generate productive scholarship. These special service faculty

members would be similar to the "professors of practice" who have been appointed for one or two three-year terms in the Elliott School of International Affairs. Such special service faculty should not be appointed to regular, active-status positions and should not receive faculty governance rights. It was agreed that a new category of "Special Service" faculty should be authorized under Article I.B. of the Faculty Code, and that this new category should include the "professor of practice" designations and should also permit additional special service faculty designations that are recommended by the faculty of a department or nondepartmentalized school and approved by the Executive Vice President for Academic Affairs.

The Joint Subcommittee also looked carefully into the question of possible "formulation of policies on reappointment and promotion of contract faculty in programs without departmental affiliation". In collaboration with the Faculty Senate Executive Committee, the Joint Subcommittee determined that the faculty associated with one Program -- the University Writing Program in the Columbian College of Arts and Sciences -- was, initially, without adequate protection under the Faculty Code. In the Joint Subcommittee's opinion, the Columbian College bylaws have since been amended to provide rights and protections for the faculty in that Program that conform to the rights and protections offered to all regular, active-status faculty under the Faculty Code. The Joint Subcommittee did not, therefore, recommend additional policies on appointment and promotion of contract faculty in programs without departmental affiliation.

Murli M. Gupta.  
Chair, ASPP Committee

Arthur E. Wilmarth, Jr.  
Chair, PEAFF Committee

February 24, 2006